

Quality of Services and Its Role in Enhancing Strategic Flexibility in Non-Governmental Hospitals

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Abstract: *The study aimed to determine the quality of services and its role in enhancing strategic flexibility, 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 consisted of (39) 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 revealed many results, the most important of which were: the existence of a high degree of approval by the study sample regarding the quality of services, as it was evident through the field of service quality obtaining a relative weight (79.90%), and the results of the study indicated that there is a moderate degree of approval by the members of the study sample. On the strategic flexibility, as it was evident by obtaining the area of strategic flexibility as a whole on a relative weight (60.44%). The results of the study revealed a statistically significant relationship between the quality of services and the strategic flexibility in non-governmental hospitals in Gaza Strip, with a correlation coefficient of 0.490. The results of the study also revealed a statistically significant effect of the quality of services on the strategic flexibility in non-governmental hospitals in Gaza Strip. The study reached many recommendations, the most important of which were: Establishing an effective system to receive patients' complaints in a manner that ensures rapid response and treatment, to achieve continuous communication between patients and the hospital administration, to notify patients of dealing with the complaints they submit, and to work to provide all medical and health specialties in hospitals in place. The study, by making use of medical delegations visiting Gaza Strip, involving them in therapeutic operations, bringing in doctors and specialists from abroad, updating the criteria for measuring services provided to patients on an ongoing basis, based on patients' suggestions and complaints, developing facilities in hospitals, as well as updating medical devices and equipment Used in hospitals periodically and the need to work on appointing young people and people of energy, for vacancies in the hospitals under study, and the need to seek the help of an administrative staff that is distinguished by scientific and practical qualifications, and to work on updating information systems, archiving and networks through which data and information are transferred between departments, and finding mechanisms to be done from During which the information stored can be used to enhance the decision-making process.*

Keywords: Flexibility, Strategy, Quality of Services, Hospitals, Gaza Strip, Palestine.

Introduction

The change in the business environment since the beginning of the last century has become an imperative that cannot be bypassed, and one of the most important changes facing institutions at the present time is the expansion of the phenomenon of globalization and changing conditions and its development, especially the emergence of new patterns in work, and other complex phenomena that have pushed institutions to The search for new methods in dealing with rapid and unexpected changes.

Quality is the important and effective element in any aspect, sector or industry, and it has become a measure of the success of any organization, whether industrial or service, and a standard of excellence in providing a product or service. And because the health sector is an important sector in any society, it was imperative to pay attention to the quality of services provided in this sector.

Hitt, et al., (1998): The success of twenty-first century organizations will depend mainly on building strategic flexibility that will enable them to achieve a competitive advantage, through improving and developing their performance.

Since health organizations are hospitals, clinics and health centers, they are considered the intermediary of the contract and the center of the department in providing health and medical services, and therefore: they are a haven for patients who seek wellness, and healthy people who seek prevention. With unprecedented pressure on all institutions that provide health services at a time when chronic and epidemic diseases spread, and which helped the increasing movement of people and their rapid movement from one place to another in their spread, and the expansion of their scope, the already increasing pressure on these health and medical institutions multiplied. This is in addition to what has been witnessed in recent years of a steady increase and a growing turnout in the number of hospitalizations. This increase was characterized by characteristics that were previously unavailable, especially with regard to the demand for a rapid response to the requirements of citizens, and their needs with the increase in improving the quality of health and medical services provided to them (Zakhroufa, 2018).

Based on the above; This study comes in order to identify the quality of services and its role in enhancing strategic flexibility in non-governmental hospitals in Gaza Strip. Through this study, the researchers hope to provide a realistic and clearer picture for decision-makers in non-governmental hospitals in Gaza Strip about the quality of services, and how to improve and support them, leading to enhancing strategic flexibility in light of the rapid and successive changes in Gaza Strip.

Problem Statement

The health sector in Gaza Strip is witnessing great developments and challenges at various levels, including: administrative, service, organizational and technological, while hospitals and health institutions in Gaza Strip are still operating according to traditional systems, and thus: achieving keeping up with administrative development and progress, and providing complete and rapid health services has become a fundamental problem. Especially in an unstable politically and economically environment such as Gaza Strip.

Also, the quality of health services provided to patients is considered one of the most important issues that health institutions must deal with, not only at the local level, but also at the international level, as there are many factors that impose themselves on these health and treatment institutions to find these institutions themselves are worthy. The necessity to provide a health service that is appropriate to what patients and recipients of health services expect, and also to know the standard by which service recipients judge the service.

The study problem can be summarized in the following main question:

Q1-: What is the degree of improvement in the quality of services in non-governmental hospitals in Gaza Strip?

Research Objectives

The study aims to achieve the following:

1. Standing on the reality of applying quality services in strategic flexibility, from the point of view of the internal user in non-governmental hospitals in Gaza Strip.
2. Identify the level of strategic flexibility, from the point of view of the internal beneficiary in non-governmental hospitals in Gaza Strip.
3. Determine the nature of the relationship between the quality of services and the strategic flexibility, from the point of view of the internal user in non-governmental hospitals in Gaza Strip.
4. Knowing the effect of quality of services on strategic flexibility from the point of view of the internal user in non-governmental hospitals in Gaza Strip.
5. Presenting a set of recommendations to decision-makers in the researched hospitals, which would increase the impact of quality of services in enhancing strategic flexibility in non-governmental hospitals in Gaza Strip.

Research Importance

The importance of the study is evident in two aspects:

Scientific (Theoretical) Importance:

1. This study derives its importance from the vitality of the topic it deals with, and its relative scarcity, as this topic is characterized by both modernity and scientific and practical excellence.
2. The theoretical importance of this study emerges from the scientific enrichment it adds to the studies that dealt with the issue of quality of services and enhancing strategic flexibility, and the importance of the variables that it dealt with which represent recent topics that form the general orientation of distinguished organizations. It will also add a set of theories about the concept of strategic flexibility and its role in improving Services.
3. Enriching the Arab library and scientific research centers, to assist researchers and encourage them to conduct more studies in the areas of service quality and strategic flexibility, as this is considered one of the modern topics, and it opens new doors for scientific and intellectual discussions of the most important opinions of researchers related to research variables.

Practical (Applied) Importance:

Through this study, researchers hope that:

1. They provide decision-makers in non-governmental hospitals in Gaza Strip with a realistic and clearer vision about the concept of quality of services as a practical concept that helps institutions adapt to different variables and circumstances, so that the institution can perform its tasks to the fullest.
2. The study should contribute to clarifying the role of service quality in enhancing strategic flexibility, as the quality of services and their improvement is a goal for every institution regardless of the nature of its activities, and the health sector, on which the study was conducted, is considered one of the most important pillars and pillars for the preservation of society.
3. Work to enhance the strategic flexibility presented will have a vital and clear impact on the development and maintenance of society and will positively affect it, and increase rates of patient satisfaction and satisfaction.

Research hypothesis

H0₁: There is a correlational relationship of statistical significance at the level of significance ($\alpha \leq 0.05$) between the level of quality of services and strategic flexibility in non-governmental hospitals in Gaza Strip.

H0₂: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of the quality of services on the strategic flexibility of non-governmental hospitals in Gaza Strip.

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limits:** The current study was limited to identifying the role of quality of services in enhancing strategic flexibility, from the point of view of the internal beneficiary in non-governmental hospitals in Gaza Strip.
2. **Human Limits:** The present study was applied to employees in a group of non-governmental hospitals in Gaza Strip.
3. **Temporal Boundaries:** Data and information were collected on the subject of the study, which is the quality of services and their role in enhancing strategic flexibility in non-governmental hospitals in Gaza Strip, and this study will be completed during the year (2020).
4. **Spatial Boundaries:** This study was applied to a group of non-governmental hospitals in Gaza Strip, namely (Al-Karamah Hospital, Patient Friends Association Hospital, Al-Wafa Hospital, Dar Al-Salam Hospital, and Al-Kuwaiti Hospital).

Research Terminology

There are many terms that were used in the study, the most important of which are:

- **Quality of Services:** It is a criterion of the degree to which the actual performance of the service matches the expectations of the customers, or the difference between the expectations of the customers and their perception of the actual performance of the service (Hoffman, Bateson, 2011). And Abu-Nahel et al., (2020) It is the indicator by which the beneficiaries' satisfaction with the service they received is measured in relation to what the service recipients expected before receiving the service and the resulting feedback.
- **Strategic Flexibility:** it is the ability to respond and adapt to dynamic environment variables quickly, in order to face competition in the business environment (Abu-Nahel et al., 2020). a strategic presence that increases the institution's ability to try to adopt a new method or option to try to reduce the existing gap between reality and what is planned by reconciling resources and needs, taking unexpected events into account and diversifying the services provided. Achieving strategic flexibility by overcoming cognitive inertia on the part of the organizations' higher management (Abu-Nahel et al., 2020).

Literature Review

The review of previous studies of scientific research is a systematic requirement that crystallizes the researchers' vision, and outlines its steps towards a distinct methodology. Previous studies are an essential tributary in drawing the frameworks of scientific research. The following is a presentation of the most important studies available to researchers from previous studies that dealt with the subject of this study, and there are what are related to the current study, and others are partly related to its components. During the presentation, the focus was on the objectives of the main studies, the methodology used, and the most important findings. The studies are arranged from newest to oldest as follows:

- A study (Abu-Nahel, 2020) 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).
- A study (Abu-Nahel, 2020) aimed at examining the reality of applying strategic flexibility in its dimensions: (information flexibility, human resource flexibility, response flexibility, and proactive flexibility) in non-governmental hospitals in Gaza Strip. The study relied on the descriptive analytical approach, and the questionnaire was designed as a tool for data collection and consisted of (24) 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: Presence of an average degree by the members of the study sample on strategic flexibility with a relative weight of (60.44%). And that the flexibility of human resources got the largest approval rate, and it occupied the first rank, that the response flexibility occupied the second position, that the flexibility of the information ranked the third, and that the proactive flexibility occupied the fourth and last place. The results showed that the

dimensions of strategic flexibility (information flexibility, human resource flexibility, proactive flexibility) had an effect, while there was no effect on the (response flexibility) dimension in improving service quality. The results of the study found that there were no statistically significant differences attributable to the variables of gender and occupation. While the results found that there were statistically significant differences attributable to the variables of the age group, educational qualification and years of service.

- A study (Abu-Nahel et al., 2020) 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. The study reached many recommendations, the most important of which were: the need to work on appointing young people and those with energy, because jobs are vacant in the hospitals under study, and the need to seek the help of an administrative staff with scientific and practical qualifications, and to set up an effective system to receive patients' complaints in a way that ensures prompt response and treatment, to achieve continuous communication. Between patients and hospital administration, notifying patients of dealing with complaints they submit, and working to provide all medical and health specialties in the hospitals under study, by taking advantage of medical delegations visiting Gaza Strip, involving them in therapeutic processes, bringing in doctors and specialists from abroad, and updating standards that It is concerned with measuring the services provided to patients continuously, based on patient suggestions and complaints, developing facilities in hospitals, as well as updating medical devices and equipment used in hospitals periodically.
- A study (Al-Saaideh and Al-Sa'id, 2020), which aimed to demonstrate the impact of logistics management on the quality of services provided by the nutrition departments in Jordanian private hospitals. To achieve the goals of the study, the analytical descriptive approach was relied upon by referring to the previous relevant studies. The study community reached (40) hospitals in the Amman region, and the comprehensive survey was chosen to choose the sample. The sampling unit consisted of (188) persons, including the directors of the nutrition departments, their deputies, heads of the purchasing departments and doctors. Therapists. Among the most important results of the study and the most important results of the study are that the logistic management in its dimensions (supply, storage and transportation) affects the quality of services in its dimensions (the quality of food care, the quality of food services and the quality of food education), and the presence of an impact of logistic management on the dimensions of the independent variable separately.
- A study (Abu-Nahel et al., 2020) aimed to determine the flexibility of information and its relationship to improving the quality of service in 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 (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).
- A study (Chaudhary, 2019), the study aimed to study the critical role that entrepreneurial direction and absorptive capacity play in the relationship between strategic flexibility and company performance, with a particular focus on small companies, guided by the theory of dynamic capabilities and an opinion based on organizational knowledge. To achieve the objectives of the study, the study used survey data collected from the heads of (272) small companies in India, and a linear regression method was followed to assume the establishment of a relationship between strategic flexibility and the company's performance, and the study assumes that the strategic flexibility of a small company affects the entrepreneurial direction and thus its performance, in While absorptive capacity further strengthens this relationship. One of the most important results of the study is that there are empirical evidence for the mediating role of the leadership trend in the relationship between strategic flexibility and the company's performance, and the results also indicate that the potential absorptive capacity of the company increases the relationship between its strategic resilience and its entrepreneurial trends.
- A study (Budianto, 2019), which aimed to study the effect of service quality on customer loyalty, and to study customer satisfaction in the modern market. To achieve the objectives of the study, a descriptive survey method and an explanatory survey method were used, the primary data was collected from the set of information obtained in the survey by the interview method, and a structured questionnaire was used, and secondary data was obtained by reviewing the data collected from the

study community, Study documents, research reports, publications and other literature that supports the study. One of the most important results of the study is that customer loyalty is based on their positive perceptions of the organization in the modern market, and that better quality products will obtain greater customer loyalty, and the quality of service is the cornerstone of obtaining customer loyalty.

- A study (Hussein, 2016), the study aimed to determine the nature of the relationship of strategic flexibility, and its effect in rationalizing strategic decisions in business organizations, as strategic flexibility constitutes the primary driver of all changes that the organization can make to adapt to the environment in which it operates, as well as rationalizing Strategic decisions taken by senior management help the organization to stay and continue to work by exploiting opportunities, and to avoid threats posed by the environment surrounding the organization. To achieve the objectives of the study, the researchers relied on the descriptive analytical method, and the General Company for Vegetable Oils was chosen as a field of application, and the research sample was chosen using a simple random sample method, consisting of (76) individuals from human resources. Among the most important results of the study is that there is a correlation and impact relationship with significant significance for strategic flexibility in rationalizing strategic decisions, and based on that the main and subsidiary assumptions included in the research were accepted, and accordingly: The researchers recommended that the researched organization should determine the most important areas that it has in the field of strategic flexibility, Which it can use to rationalize its strategic decisions.
- A study of (Al Shammasin, 2016) aimed to demonstrate the effect of strategic intelligence on enhancing strategic resilience in the Jordanian Phosphate Mines Company. A questionnaire was built for the purpose of data collection, and the study community was among the individuals working in the Jordanian Phosphate Mines Company in the main administration, and its three sites: (Al-Abyad, Al-Hasa, and Al-Shadia) who occupy the job positions: (director, assistant director, department manager, assistant director of the department, and heads of departments), and they are (150) individuals. To achieve the objectives of the study, a descriptive analytical approach was used and this study was applied to the comprehensive survey on the study community. One of the most important results of the study is that the respondents' perceptions of the level of strategic flexibility with its dimensions (productivity, market) in the Jordanian Phosphate Mines Company came with an average degree of application. There is a statistically significant effect of the elements of strategic intelligence: (foresight and vision, thinking with logic of systems, partnership and intuition) at the level of significance (0.05) on enhancing strategic flexibility in the Jordanian Phosphate Mines Company. Among the most important recommendations is the need to pay attention to developing concepts of strategic resilience and enhancing the topic of possible scenarios among study community managers.
- A study of (Al-Anzi, 2014) aimed to identify the effect of strategic flexibility on the quality of institutional performance, and the study was applied to the Kuwait Aviation Company, and the study was applied to a number (104) of the directors of departments and departments in the Kuwaiti airline covered by the study. To achieve the objectives of the study, the questionnaire tool was used to collect data, use the multiple linear regression method to test the hypotheses, and use the multi-meandered regression method to verify the impact of strategic flexibility in its dimensions: (market flexibility, competitive flexibility, information flexibility, human capital flexibility, and simplification of procedures) In the quality of performance in the Kuwaiti airline, a model used the structural equations model to build a model that shows the influence and correlation between the study variables. Among the most important results of the study are the presence of a statistically significant effect of strategic flexibility in its dimensions: (market flexibility, competitive flexibility, information flexibility, human capital flexibility, and simplification of procedures) on the quality of performance in the Kuwaiti airline, and the presence of a statistically significant effect of strategic flexibility in its dimensions in performance effectiveness In Kuwait Aviation Company, and the presence of a statistically significant effect of strategic flexibility in its dimensions on performance efficiency in Kuwait Aviation Company.
- A study of (Byline, et al, 2014) aimed to study the effect of flexibility on quality standards in distance education via the Internet. To achieve the goals of the study, a questionnaire was adopted on the scale of the self-interpretation of (7) points to collect the primary data, and the virtual university in Pakistan was chosen as a study community, where (205) faculty members of the Virtual University of Pakistan completed the questionnaire. Among the most important results of the study, that flexibility has a significant impact on quality standards, as open education and distance education provide many benefits to students, the most important of which is saving time and effort. The online and distance education system has received a great degree of satisfaction from the beneficiary students. Flexibility has played a major role in the acceptance and spread of online learning, but it must be accompanied by students' initiative to learn and the level of students' confidence to participate in online learning courses effectively.
- A study of (Kumar, 2019) study, the study aimed to assess the relationship between the manager's personality and strategic flexibility and the company's performance, using the personality model consisting of five factors, where the study assumes that there is a positive relationship between the personality of the manager and strategic flexibility. Moreover, there is an assumption that states that strategic flexibility mediates the relationship between the personality of the manager and the company's performance. To achieve the objectives of the study, the experimental approach was used, as well as statistical

methods and central tendency measures were used to analyze the data, the hypotheses were tested using multiple regression, and the mono-variance test on a sample consisting of (162) managers from different Indian car companies to conduct the experimental analysis. Among the most important results of the study is focusing on the important role of the personality of managers in determining the strategic direction of the company; Thus: the performance of the company, and that the manager's personality, the more rigid, the strategic dimension increases by complexity, especially that the opposite is correct but with a logical degree, and the basic solution to this matter is to avoid bias and flexibility in the broad strategic lines, and the operational dimension can be dealt with more flexibility.

Commenting On Previous Studies:

The researchers reviewed previous studies, which included quality of services and strategic flexibility, and accordingly, aspects of agreement and differences between the current study and previous studies will be mentioned in the following points:

First - In Terms Of Goal: The study aimed to identify the quality of services and its role in enhancing strategic flexibility in non-governmental hospitals in Gaza Strip, which differed with all previous studies, while the objectives of previous studies were numerous, such as: the study (Hussein, 2016), which aimed to identify the impact of strategic flexibility For business organizations to rationalize their strategic decisions. And the study (Al Shammasin, 2016), which aimed to identify the impact of strategic intelligence on enhancing strategic flexibility. And the study (Al-Anzi, 2014) which aimed to identify the impact of strategic flexibility on the quality of institutional performance. The study was applied to the airline company in the State of Kuwait. And the study (Kumar, 2019), which aimed to identify the relationship between strategic flexibility, manager personality and company performance. And the study (Kapitan, et al., 2018) which aimed to identify ways to improve strategic flexibility with information systems. And the study (Chen, et al, 2017), which aimed to uncover the important positive links between IT support for core competencies, strategic flexibility, and company performance.

Second - In Terms Of the Tool: The current study agreed with all previous studies in its use of the questionnaire as a main tool for collecting the necessary data, with the exception of the study (Budianto, 2019) that used the interview alongside the questionnaire.

Third - In Terms of the Study Method: The current study agreed with most of the previous studies in using the descriptive and analytical method, such as: the study (Hussein, 2016), and the study (Al Shammasin, 2016). While it differed with some previous studies such as: the (Kumar, 2019) study that adopted the experimental method, and the study (Chen, et al, 2017) that used the investigative method.

Fourth - In Terms of the Study Population: The current study agrees with the study of (Al Shammasin, 2016), the study of (Kumar, 2019), the study (Chaudhary, 2019), the study (Kapitan, et al., 2018), and Chen, et al, 2017.

What Distinguishes The Current Study From Previous Studies:

1. The present study deals with the role of quality of services in enhancing strategic flexibility from the viewpoint of the internal user.
2. The current study took place in the environment of non-governmental hospitals in Gaza Strip, for which no similar study had previously been conducted.
3. This study is distinguished by being one of the few studies that dealt with the issue of strategic flexibility in hospitals in Gaza Strip.
4. This study has the distinction of being the first to study (the role of quality of services in enhancing strategic flexibility) in hospitals in Gaza Strip.

Commentary on Previous Studies

By familiarizing researchers with previous studies, it was noted that most studies agreed that strategic and proactive flexibility is of great importance in preserving organizations in the midst of the successive environmental changes surrounding the organizations, and also that the resources available to organizations are closely related to flexibility, which helps in distributing resources proportionally and benefiting The studies have shown that there is an important mediating effect of proactive flexibility in all other variables, the most important of which are the competitive advantage and the competitive position in the market, and that organizations looking to stay in the field must pay attention to building and maintaining their proactive flexibility indicators. Resources to enhance innovation, improve production and increase creativity in the services and products that you provide to the beneficiaries and their beneficiaries, whether internal or external beneficiaries. Previous studies that dealt with the two variables have confirmed that improving flexibility increases the quality of services provided to their beneficiaries and matching prior expectations of receiving the service with the actual service provided and that Increase the beneficiaries' satisfaction To enhance the competitive position in the market and to remain in the field in light of successive and uncertain situations.

Theoretical Framework

First - The Quality of Services

Today, the world is witnessing several developments that have escalated significantly due to the technological and technical development, and this development that included all industrial, life and economic sectors has imposed several challenges, including all dimensions on the operating organizations, which had to work with all their strength to keep pace with this global

development, and to overcome the challenges facing With it, and perhaps changing traditional administrative methods with modern methods that increase quality, and improve service are among the dimensions that organizations must take in consideration to overcome these challenges, and to improve production and service delivery.

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It is difficult to define a specific concept of service quality, and several researchers have seen that the concept of quality is not a fixed or specific concept, such as (Carman 1990, Parasuraman, 1985). They considered it difficult to define a specific concept of service quality; there is a big difference in the way it is defined, and a set of definitions of service quality will be mentioned in the following table:

1. It is a measure of the degree to which the actual performance of the service matches the expectations of the customers, or the difference between the expectations of the customers and their perception of the actual performance of the service (Bateson & Hoffman, 2011).
2. Surpassing customers' expectations, amusing and surprising them with features that they would not expect (Zikmund, 2010).
3. Consistency with the correct standards and performance in a safe manner acceptable to the community and at an acceptable cost, so that it leads to a change and an impact on the percentage of disease cases, mortality and disability rates, and malnutrition (Abu-Nahel et al., 2020).

Commentary on the previous definitions: The researchers defined the quality of services in a semi-integrated manner so that most of the definitions agreed that the quality of services is a comparison of the results with the expectations that the recipient of the service was waiting for, which increases directly with the satisfaction of the service recipient, and perhaps the healthy environment and institutions that provide health services are More than one should care about the quality provided because it is related to the lives of the beneficiaries of the services.

Procedurally, researchers define the quality of services. It is the indicator by which the beneficiaries' satisfaction with the service they received is measured, in relation to what the service users expected before receiving the service and the resulting feedback.

Second - Strategic Flexibility

Defining a clear concept of strategic flexibility is a difficult issue, like other terms in the administrative sciences, where the concepts varied and differed due to the different trends and approaches that could be adopted in its definition, as the term strategic flexibility was used by several researchers. The researchers reviewed a set of definitions of the concept of strategic flexibility. (Xiu & others, 2017) defined it as the company's ability to anticipate or rapidly respond to change under strong competitive conditions, which leads the company to develop or maintain a competitive advantage. He also defined it (Li et al., 2016): the dynamic ability of the organization that enables it to obtain competitive advantage in an unstable environment, through the rapid adjustment of the strategies used, and the exploitation of the resources of the organization. Wheelen (2012) defined it as the ability of the organization to switch between available strategies as needed. He defined it (Grewal & Tansuhj, 2001) as the organizational ability to manage economic and political risks by responding quickly and in a proactive manner, or reacting to opportunities and market threats. He also defined it (Sanchez, 1995) as the ability to respond to demands from various dynamic competitive environments.

Researchers define strategic flexibility procedurally as a strategic presence that increases the institution's ability to try to adopt a new method or option to try to reduce the existing gap between reality and what is planned by reconciling resources and needs, taking unexpected events into account and diversifying the services provided, and strategic flexibility can be achieved. By overcoming cognitive inertia on the part of the organizations' higher management.

The Importance of Strategic Flexibility:

The importance of strategic flexibility is demonstrated in the following:

1. Strategic flexibility increases the ability of organizations to deal efficiently and effectively with the surrounding changes, monitor the organization's activities, and increase its ability to control, especially in the case of producing modern technical products, in light of uncertainty by overcoming organizational stagnation (Khuntia et al., 2014).
2. Enhancing organizations' ability to make use of available resources to meet their set goals, and enhance their ability to adapt to rapidly changing environmental conditions (Kamasak et al., 2016).
3. Strategic flexibility increases the ability of organizations to change the strategies used according to competitive needs, which are useful in the event of any emergency change, and to put the real value to customers in a way that increases the organization's ability to compete through highly effective strategic plans, and to communicate directly with customers (Arief et al., 2013).
4. Continuous improvement of strategic procedures, organizational structure, communication systems, organizational culture, and efficient investment of available assets, resources and strategies (Hitt et al., 1998).
5. Helping to reinvent models and strategies in line with changes in environmental conditions (Kazozcu, 2011).

Analyze the Relationship between Service Quality and Strategic Flexibility

It is certain that there is a relationship between strategic flexibility with its dimensions (information flexibility, human resources flexibility, proactive flexibility, responsive flexibility) and the quality of services provided to customers, especially at such a time when the rapid and successive change in the institutional and organizational environments must be characterized. In which the organization has the flexibility and ability to maneuver, seize opportunities and exploit them, and respond to the changes that occur in the internal and external environments of the organizations, and that the organization is able to obtain adequate, correct and realistic information about its competitors and the market in which it operates, and to work within it efficient, qualified manpower with distinct capabilities that enables it From competition and achieving its goals, which increases its ability to improve the services provided by organizations, and increase the satisfaction of the beneficiaries of services, which increases its revenues if it is a profit-making organization or reflects a positive image of it in the case it is a non-profit organization.

Quality of Services and Flexibility of Information

Successful organizations are not just about attracting new customers; rather, it works on researching methods and methods through which it maintains its existing and new customers, in an effort to improve its quality by adopting an efficient information system. The information systems in the institutions are concerned with collecting, operating, analyzing and sending the analyzed information to the decision-making centers within the institutions at the appropriate time and speed required, in order to serve the objectives of the institution.

The existence of a flexible information system within organizations contributes in several aspects (Al-Zoghbi, 2005):

1. Increased efficiency: as costs are reduced and the productive process increased.
2. Decentralization: where decision-makers within the organization can benefit from the support provided by information technology systems, to make decisions more effectively.
3. Increasing responsibility: as providing new methods that help in the flow of information helps information to reach new recipients of information, which increases the effectiveness of responsibility.
4. Improving resource management: Where information can create new knowledge, it helps organizations 'management to make effective management decisions that help in better control and control.
5. Improving quality management: as it helps in collecting and monitoring information, summarizing and analyzing it, and increases the speed of decision-making and improves its quality.

Quality of Services and Flexibility of Human Resources

Human resource management is some administrative practice that directly or indirectly affects the skills, behavior and capabilities of employees, and this is achieved through a flexible administration that works to amend the job structure, choose the best method of employment, create a systematic training plan for employees and develop incentive plans.

The organization must also work to develop an organizational culture that enhances the quality of the services provided, so that quality becomes a slogan that the employees of the organization believe in, and work to achieve and implement, meaning that the quality of services becomes one of the organizational values through which a sense of satisfaction and motivation to work is generated among employees, Which needs to be achieved. Studies have shown that employees in places that provide services to customers must have a set of characteristics, including (Blum, 2000):

1. Feeling of responsibility towards helping their colleagues in the organization, in order to do the tasks assigned to them to the fullest.
2. The prevalence of the spirit of cooperation and assistance instead of competition.
3. The feeling that all members of the team strive to achieve the goals of the organization.
4. Control of a sense of loyalty and belonging to the organization.
5. Increasing awareness that the goal of team members is the success of the organization, and achieving excellence and customer satisfaction.

Quality of Services and Responsive Flexibility:

Narayanan and Nath, (1993) indicates that there are five types of organizational responses through which a situation framework can be formulated for the case of environmental uncertainty, which can be summarized in: (roles of environmental examination, planning, organizational structure, simulation, nature of control).

Many researchers have put forward different ideas that talk about the ability of the organization to perceive the environment in which it operates, with the aim of placing its internal components in a manner consistent with the dynamic change in the external environment. (Radomska, 2015) stated that the comprehensive definition of strategic flexibility must include internal and external dimensions in the sense that dealing with not only strategic risks and environmental changes, but the ability to employ resources in a responsive manner.

(Fan et al, 2013) believes that responsive flexibility is more profound than organizational adaptation as it takes into account the organization's adaptation to the environment, as well as affects the organization to restructure itself.

Quality Services and Proactive Flexibility:

Several types of opportunities that the organization must seize have been identified, including (Al-Adlouni, 2002):

1. Marketing innovation: It focuses on marketing activity and methods of marketing work.

2. Improving marketing efficiency: It is considered in itself a challenge and an opportunity at the same time, as it is an opportunity to find a way to accomplish what is being done at a lower cost and with better results.
3. Creating competitive differentials: It is one of the most common sources of opportunities.
4. Focusing on specific market segments: This policy is known as dividing the market into segments, then focusing on a specific segment.
5. Market penetration: Work at this stage is done carefully, and the process of market penetration is carried out by strengthening the marketing mix with its elements.
6. Market development: It is the act of increasing sales in the market, often associated with how to reach customers.
7. Product development: as contemporary organizations face severe competitive situations in most markets, as organizations that do not adopt strategies for development expose themselves to great risks posed by the constant change in the desires of consumers and the continuous technological development.
8. Diversification: It depends on studying the market and the external environment, identifying market needs and expanding the market share.

Third- Non-Governmental Hospitals

Hospitals are considered to have the pioneering and important role in providing health and medical services to patients, and the health system in Palestine, especially in Gaza Strip, is working under high pressure to be able to provide health and medical services in light of the limited resources, environmental conditions and the blockade and closures, and hospitals are one of the most important The components of this health system, and the technological changes taking place in this field play a prominent role in challenging this sector. The study will be conducted within five hospitals distributed geographically in the governorates of Gaza Strip, and the following is the definition of hospitals that the study was applied to:

Al-Karamah Hospital: It is a non-profit hospital established in 2007, it works in the field of health, education and care, and it provides services to the residents of the northern and northern Gaza governorates. Al-Karamah Hospital was built on an area of 700 square meters, and it was established in 2007 in an intermediate location between the governorates of Gaza and the North, because the region is empty of institutions that provide secondary health services and the region's need for such services. The hospital was operated at the end of 2008, and it offers its medical services in the areas of reception and emergency, surgeries, obstetrics and gynecology services, overnight services for men and women, gastroscopy services, dental services, radiology, laboratories, pharmacy, and a number of specialized clinics, in addition to services Support, and more than 150,000 people benefit from its services annually.

The Patient Friends Association Hospital: It is a private non-governmental organization founded in 1980, and the association was established under No. (1984) on December 16, 1980, according to the Ottoman Associations Law issued in (1909), and according to the Charitable Societies and Private Associations Law No. (1) For the year 2000. The hospital provides services in the reception and emergency department, the gynecology and obstetrics department, the surgical operations department, the outpatient department, and the support services section (x-ray and television photography, a laboratory, a pharmacy).

Al-Wafa Hospital: Al-Wafa Hospital for Medical Rehabilitation and Specialized Surgery was established in 1996 as one of the most important programs of Al-Wafa Charitable Society to meet the urgent societal need, as it is the first and only medical rehabilitation center in the governorates of Gaza, targeting groups of movement and cognitive disabilities, fractures and their complications, and chronic diseases, And problems of ischemia of the extremities.

The hospital provides services in several areas, including: nursing care, physical therapy, occupational therapy, and outpatient clinics such as: orthopedics, cosmetology, nerves, and rehabilitation. (Hospital page on social media)

Dar Al Salam Hospital: Dar Al Salam Hospital is a charitable, non-profit charitable hospital affiliated to the Dar Al Salam Charity Association, established in 1995 to provide distinguished health service to citizens, to be the first charitable hospital to serve the southern region of Gaza Strip, and it is now the only charitable hospital that serves the Khan Yunis governorate in the southern Gaza Strip Gaza, since the hospital was founded, has benefited thousands of Palestinian citizens from its medical services.

Kuwaiti Hospital: The Kuwaiti Charitable Specialized Hospital specializes in women and childbirth, and it has clinics that include all specialties, and was established in 2007 and its headquarters in the Rafah Governorate, and the hospital plays an important role in alleviating the burden on the patients that they face in government hospitals, and the hospital includes (11) sections Medically, it serves monthly (3000) patients. (Hospital page on social media)

Quality of Health Services in Non-Governmental Hospitals: Non-governmental hospitals are obligated to allocate a portion of their human resources to study and confirm patients' satisfaction with their provided health services, in confirmation of obtaining the necessary licenses from the Ministry of Health, and these resources should work to follow up and review health work inside hospitals. Where the competent departments should improve the quality of health services provided in non-governmental hospitals, by conducting studies and continuous checks of the quality of service by distributing questionnaires that collect data about service quality and patient satisfaction, and also opening the way for employees inside hospitals to provide their views and suggestions to improve the service, The results that are set are compared with the established international standards, through which you try to reach a high degree of quality and mastery to ensure patient satisfaction.

Methodology and Procedures:

First- The Study Methodology: The study used the descriptive analytical method that relies on description, analysis and comparison with the aim of describing what is an object, and its interpretation by shedding light on the study problem to be examined, and a close understanding of its conditions, and collecting information that increases clarification of the conditions surrounding the problem. This approach is not sufficient when collecting information on the phenomenon in order to explore its manifestations and relationships; rather, it goes beyond analysis and interpretation in order to arrive at conclusions, and the proposed perception is built upon to increase knowledge of the topic.

Researchers have used two primary sources of information:

- Secondary Sources:** Where the researchers moved in addressing the theoretical framework of the study to secondary data sources, which are books and related references, periodicals, articles and reports, previous research and studies that dealt with the topic of study, research and reading in books and articles, refereed research, practical messages and various websites.
- Primary Sources:** To address the analytical aspects of the subject of the study, the researchers resorted to collecting primary data through the questionnaire as a main tool for the study, specially designed for this purpose.

Second- Study Community: The study community is defined as all the vocabulary of the phenomenon that the researcher studies, as he used the comprehensive inventory method in collecting data from the study community. Based on the study problem and its goals; the population of this study is represented by the employees of the non-governmental hospitals in Gaza Strip covered by this study, according to the following schedule:

Table 1: Characteristics of the study population

Work Nature	The Nature Of The Contract	Karama Hospital	Patient Friends Association Hospital	Al-Wafa Hospital	Dar Al Salam Hospital	Kuwaiti Hospital	Total
The Doctors	Full-time	7	21	5	0	17	
	Unavailable	13	38	6	28	0	
Nurses And Wise Men	Full-time	21	27	36	0	11	
	Unavailable	0	15th	17	20	0	
Specialists	Full-time	10	16	21	5	15th	
	Unavailable	11	3	3	8	0	
Technicians	Full-time	0	13	15th	1	5	
	Unavailable	0	0	0	1	0	
Administrators	Full-time	0	20	17	10	9	
	Unavailable	6	1	0	13	0	
Employees And Services	Full-time	0	5	18	6	10	
	Unavailable	4	2	0	6	0	
Total Summation	Full-time	38	102	112	22	67	341
	Unavailable	34	59	26	76	0	195
The Final Total		72	160	138	98	68	536

Source : prepared by the researchers based on Palestinian Health Information Center data(2020)

(434) individuals from the study population responded, and the following table shows the distribution of respondents according to the study variables:

Table 2: Distribution of respondents according to Personal variables

Gender	Male			Female			Total
	273			161			
Qualification	Diplomas or less		Bachelor		Postgraduate		434
	92		308		34		
Age Group	20 - less than 30	30 - Less than 40		40 - Less than 50		50 years and over	434
	79	238		87		30	
Years Of Service	Less than 5 years	5 - Less than 10 years		10 - Less than 20 years		20 years and over	434
	74	236		92		32	
Occupation	A doctor	Nurse	specialist	Technical	Administrative	Services employee	434
	67	148	84	34	76	25	
The Hospital	Karama		Patient	Al-Wafa	Dar Al Salaam	Kuwaiti	434

		friends			
	59	147	92	76	60

Third: The Study Tool: The data collection was chosen from the study population through the questionnaire, where the questionnaire was prepared on “Quality of services and its role in enhancing strategic flexibility in non-governmental hospitals in Gaza Strip,” as it consists of three main sections:

The First Section: which is the personal data of the respondents: (Gender, Educational Qualification, Age Group, Years of Service, Job, And the Hospital).

Section Two: Measuring Strategic Resilience

Section Three: Measuring Quality Improvement of Services

Fourth: Description of The Scale: The scale consists of (39) phrases, and the following table explains that

Table 3: Distribution of scale paragraphs on the different fields

#	Section	Number of Items
1.	Quality of services	15
2.	Strategic flexibility	24

Fourth: The Truth of the Questionnaire

The Second Stage: the rationing stage, which included the validity and reliability calculation of the test.

- The Validity of The Arbitrators:** The scale was presented in its current form to a number of specialized arbitrators from business administration professors, to identify the suitability of the questionnaire expressions and their representation of the aspects involved. The required adjustments have been made to the scale, which means that the scale is valid for application.
- The Validity Of The Construction Using The Internal Validity Method:** The scale was applied to the experimental sample and it numbered (32) from the original community members of the study. All paragraphs obtained a significance level of 0.05, and this indicates that the scale is characterized by a high degree of validity of the internal consistency.

Results of the internal consistency of the Scale

– **Internal consistency results for the "Service Quality Improvement Scale"**

Table 4: The correlation coefficient between each paragraph of the Service Quality Improvement Scale and the overall score of the scale

#	Item	R	Sig.
1.	The hospital has comfortable and convenient public facilities for patients.	.574	0.00
2.	There are enough beds for patients inside the hospital.	.507	0.00
3.	The hospital enjoys an easily accessible location.	.671	0.00
4.	Patients are informed of when the service is provided.	.503	0.00
5.	Hospital staff are keen to answer patients' inquiries.	.722	0.00
6.	The hospital takes care of patients' complaints.	.560	0.00
7.	Medical cases are monitored continuously.	.729	0.00
8.	The hospital is working to simplify administrative procedures that facilitate the provision of services to patients.	.676	0.00
9.	Basic medicines are provided or patients are directed to their places outside the hospital.	.788	0.00
10.	Medical services are provided to patients on a permanent basis.	.737	0.00
11.	The hospital management is able to control the external factors that affect the provision of services to patients.	.499	0.00
12.	The hospital maintains the confidentiality of patient information	.738	0.00
13.	Community customs and traditions are taken into account when providing medical services.	.749	0.00
14.	There is a high level of order within the hospital.	.772	0.00
15.	The hospital can handle a large number of patients.	.675	0.00

– **Internal consistency results for the "Strategic Resilience Scale"**

Table 5: The correlation coefficient between each paragraph of the areas of "strategic flexibility" and the overall degree of the field

Information Flexibility			Human Resource Flexibility			Responsive Flexibility			Proactive Flexibility		
#	R	Sig.	#	R	Sig.	#	R	Sig.	#	R	Sig.
1	.718	0.00	1	.700	0.00	1	.675	0.00	1	.866	0.00
2	.600	0.00	2	.671	0.00	2	.718	0.00	2	.828	0.00
3	.686	0.00	3	.656	0.00	3	.733	0.00	3	.821	0.00
4	.568	0.00	4	.637	0.00	4	.778	0.00	4	.770	0.00
5	.717	0.00	5	.838	0.00	5	.790	0.00	5	.659	0.00
6	.448	0.01	6	.545	0.00	6	.696	0.00	6	.807	0.00

Resolution of Resolution

Stability of Scale:

The researchers verified the stability of the scale on a pilot sample of 32 individuals. The stability of the scale was calculated using the two half-segmentation methods and Cronbach's Alpha.

Service Quality Improvement Scale:**1. Split-Half Method**

Table 6: the coefficient of consistency of the measure of improving the quality of services by the mid-segmentation method

The Scale	Number of Items	Correlation Coefficient Before Adjustment	Correlation Coefficient After Adjustment	Indication Level
Improving The Quality Of Services	15	0.886	0.935	0.00

2. Cronbach's Alpha Method

The reliability coefficient of the Cronbach alpha was calculated, and the overall scale reliability coefficient was (0.907), which is a significant and high reliability coefficient, and the reliability was calculated by the Cronbach alpha method for all areas of the scale, and the following table shows that:

Table 7: shows the stability coefficients of Cronbach's alpha for each area of the service quality improvement scale

The Scale	Stability Coefficient
Improving The Quality Of Services	0.907

It is evident from the previous table that the stability coefficients are all statistically significant, confirming the validity of the scale for application. The researchers have confirmed the validity and reliability of the study tool, which makes him fully confident of the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

A Measure of Strategic Flexibility**1. Split-Half Method**

The correlation coefficient was calculated between the total of the even and the total of the individual statements for the test and its scopes, and by using the Spearman Brown equation, the overall reliability coefficient was (0.959). The reliability coefficients were all high, which indicates that the scale has a high degree of stability. The following table shows that:

Table 8: the coefficient of stability of the measure of strategic flexibility by the half-segmentation method

#	Section	Number of Items	Correlation Coefficient Before Adjustment	Correlation Coefficient After Adjustment	Indication Level
1.	Information Flexibility	6	0.773	0.872	0.00
2.	Human Resource Flexibility	6	0.616	0.763	0.00
3.	Responsive Flexibility	6	0.835	0.910	0.00
4.	Proactive Flexibility	6	0.884	0.939	0.00
Total Marks		24	0.920	0.959	0.00

2. Cronbach's Alpha Method

The reliability coefficient of the Cronbach alpha was calculated, and the overall scale reliability coefficient was (0.909), which is a significant and high reliability coefficient, and the reliability was calculated by the Cronbach alpha method for all areas of the scale, and the following table shows that:

Table 9: The stability coefficients of Cronbach Alpha for each area of strategic flexibility

#	Section	Stability Coefficient
1.	Information Flexibility	0.666
2.	Human Resource Flexibility	0.756
3.	Responsive Flexibility	0.823
4.	Proactive Flexibility	0.881
Total Marks		0.909

It is evident from the previous table that the stability coefficients are all statistically significant, confirming the validity of the scale for application.

Data analysis, study hypotheses, and discussion

It includes an offer to analyze data and test the hypotheses of the study, by answering the study questions, reviewing the most prominent results of the study tool that was reached through analyzing its paragraphs, and finding out the personal data of the respondents; Therefore, statistical treatments were performed for data collected from the study questionnaire, as the Statistical Packages Program for Social Studies (SPSS) was used to obtain the results of the study that was presented and analyzed.

Statistical description of the study sample according to personal data

The following is a presentation of the characteristics of the study sample according to personal data

Table 10 : Distribution of the study sample according to personal data

Personal Data	The Number	Percentage%
Gender	Male	273
		62.9%

	female	161	37.1%
	Total	434	100.0%
Qualification	Diploma or less	92	21.2%
	Bachelor	308	71.0%
	Postgraduate	34	7.8%
	Total	434	100.0%
Age Group	20 - Less than 30 years old	79	18.2%
	30 Less than 40 years old	238	54.8%
	40 Less than 50 years old	87	20.0%
	50 years and over	30	6.9%
	Total	434	100.0%
Years Of Service	Less than 5 years	74	17.1%
	5 - Less than 10 years	236	54.4%
	10 - Less than 20 years	92	21.2%
	20 years and over	32	7.4%
	Total	434	100.0%
Occupation	A doctor	67	15.4%
	Nurse	148	34.1%
	Specialist	84	19.4%
	Technical	34	7.8%
	Administrative	76	17.5%
	Services employee	25	5.8%
	Total	434	100.0%
The Hospital	Karama	59	13.6%
	Patient friends	147	33.9%
	Al-Wafa	92	21.2%
	Dar Al Salaam	76	17.5%
	Kuwaiti	60	13.8%
	Total	434	100.0%

It is clear from the previous table that 62.9% of the study sample are male, while 37.1% are female. The researchers attribute this increase to males compared to females to the fact that there is a noticeable tendency to appoint males more than females, due to the prevailing cultural and societal factors in Palestinian society, in addition to the nature of hospital work that focuses more on males, their ability to withstand the pressure of work in the medical field and what it needs from work and shifts around the clock, in addition to the population distribution in Gaza Strip, and this statistic is consistent with statistics for the male to female ratio of the workforce in Palestine, where the workforce survey published by the Palestinian Central Bureau of Statistics for 2017, showed that a rate of 71 % Of the workforce is male, while 29% are female, which partly explains the increase in the number of males in the study population.

It is clear that 71.0% of the study sample are holders of a bachelor's degree, while 21.2% of diploma holders or less, and 7.8% of graduate students. The researchers attribute that the largest number of individuals in the sample hold a bachelor's degree, as it is the basic academic qualification for employment standards within the hospitals under study.

As it is clear from the previous table, that 54.8% of the study sample is from the age group between 30-less than 40 years, while we find that 20% of the age group between 40-less than 50 years, and that 18.2% of Category: The age group is between 20 - less than 30, and the rest is greater than the older age group. The researchers attribute that the largest proportion of the study population are from the age group less than 40 years, and that the tasks and burdens placed on the occupants of these jobs need to bear the pressure of work, and require the spirit of youth, and this means that the study population is a young community, given the category of 50 Years and above, which was 6.9% of the study population.

It is clear from the previous table, that 54.4% of the study sample have years of service between 5-less than 10 years, while we find that 21.2% of those with years of service are between 10 - less than 20 years, and that 17.1% of Those with years of service between less than 5 years, and the remainder of the years with the largest service. The researchers attribute that the percentage of those who have been serving for less than 5 years is 17.1% to the weakness and lack of job opportunities in the labor market in Gaza Strip in the past five years, according to the Central Bureau of Statistics that the unemployment rate in Gaza Strip for the year 2018 amounted to 53.7%. The researchers attribute the reason that the largest percentage of the study population is for those who served for a period ranging from 5 to less than 10 years, due to the rapid and successive political and security changes in Gaza

Strip in the last ten years, which required the departments of these hospitals under study to absorb a greater number of Employees, albeit with fixed-term contracts, to cover the needs of citizens and beneficiaries of medical services.

It is also clear that 34.1% of the study sample are nurses and wise men, while we find that 19.4% are specialists, that 17.5% of administrators, 15.4% of doctors, 7.8% of technicians, and the rest of the service staff. The researchers attribute that the largest percentage of the study population are nurses and sages, because the tasks that fall on them and the experiences they have are greatly appropriate, because of the services provided to patients in these hospitals, and that the number of graduates from the nursing specialties is increasing significantly, especially That high school graduates, both science and humanities, can enroll in nursing programs at universities, especially diploma. The researchers attribute the percentage of doctors, which is 15.4%, because most of the employees in these hospitals work part-time inside.

It is also clear that 33.9% of the study sample is from the Friends of the Patient Hospital. The researchers attribute this to being located in Gaza City and it is the oldest among the hospitals searched, while 21.2% of Al-Wafa Hospital, and the researchers attribute that the number of employees in Al-Wafa Hospital, is the second in terms of the number to that it is the only hospital that provides services to the elderly in Gaza Strip, and 17.5% of Dar Al-Salam Hospital, 13.8% of Al-Karamah Hospital, and the remainder 13.6% of Al-Karamah Hospital, and this is consistent with the distribution of the study population. In the opinion of the researcher, these ratios are reasonable and logical, and they attribute them to the natural distribution of the population in each of the governorates to which the hospitals under study were distributed.

The Criterion Adopted In The Study (Ozen et al., 2012): To determine the criterion adopted in the study, the length of the cells was determined in the Likert pentaton scale by calculating the range between the degrees of the scale (10-1 = 9), and then dividing it by 5 to get five Categories; Thus: the length of the cell is i.e. (5/9 = 1.80), after which this value was added to the lowest value in the scale (the beginning of the scale which is a correct one), in order to determine the upper limit of this cell, and so the length of the cells became as shown in the following table :

Table 11: Shows the test approved in the study

SMA	Relative Weight	Degree Of Approval
From 1 - 2.79	From 10% - 27.9%	Strongly Disagree
From 2.80 - 4.59	From 28% - 45.9%	Disagree
From 4.60 - 6.39	From 46% % - 63.9	Medium (Neutral)
From 6.40 - 8.19	From 64% - 81.9%	Agree
From 8.20 - 10	From 82% - 100%	Strongly Agree

To explain the results of the study and judge the level of response, the researchers relied on the arrangement of arithmetic averages at the level of the questionnaire and the level of paragraphs in each field, and the researchers determined the degree of approval according to the criterion approved for the study.

The Answer to the Study's Questions:

The Result of the First Question, Which States:

Q1-: What is the degree of improvement in the quality of services in non-governmental hospitals in Gaza Strip?

The arithmetic mean, standard deviation, relative weight, and ranking were used to find the degree of approval, and the results are shown in the following table:

Table 12: The arithmetic mean, standard deviation, relative weight, and ranking for each area of the "strategic flexibility" scale

#	The Dimension	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	Information Flexibility	6.0148	1.56457	60.15%	3	Neutral
2.	Human Resource Flexibility	6.1627	1.61894	61.63%	1	Neutral
3.	Responsive Flexibility	6.0498	1.57259	60.50%	2	Neutral
4.	Proactive Flexibility	5.9490	1.65862	59.49%	4	Neutral
Total Marks		6.0441	1.41613	60.44%		Neutral

From the previous table, the following can be drawn:

- The arithmetic mean of the second field: "Human Resources Flexibility" equals 6.16 (total score out of 10), meaning that the relative weight is 61.63% in the first place, and this means that there is an average approval by the sample members for this field. The researchers attribute this to the fact that most employees in the hospitals under study work under the fixed-term contract system, which leads them to exert their maximum effort to obtain a permanent work contract, especially in light of the unemployment situation in Gaza Strip, as well as because most of the beneficiaries of health services in these hospitals They pay sums of money compared to the free health services in government hospitals; Therefore, hospitals are obligated to provide adequate and experienced medical and health personnel.
- The arithmetic mean of the fourth domain: "anticipatory flexibility" equals 5.95, meaning that the relative weight is 59.49%, and this means that there is an average approval by the sample members for this field. The researchers attribute this to a clear neglect of the planning aspect, marginalization of planning standards, unclear implementation policies within hospitals, and decisions that do not conform to the criteria for anticipating crises and dealing with them, which is what employees in the

hospitals under study see, and what translates on the ground in the absence of proactive measures To work according to it, or to practice it in situations of crisis and disasters.

In general, it can be said that the arithmetic mean of the scale of strategic flexibility equals 6.04, meaning that the relative weight is 60.44%, and this means that there is an average agreement by the sample members on the scale fields. The researchers attribute problems with the level of strategic flexibility to several reasons:

1. Weak funding and external support for hospitals under study, to improve health and administrative conditions.
2. The scarcity of medical expertise and competencies and their migration abroad, and the absence of distinguished and outdated training and development programs inside Gaza Strip.
3. The lack of an information infrastructure that helps in linking and analyzing data and developing new strategies, helping to face existing challenges.
4. The changing and volatile conditions inside Gaza Strip, which weaken the planning and improvement efforts inside the hospitals under study.
5. The apparent weakness in providing the appropriate organizational climate and appropriate organizational structures within the hospitals under study.
6. The poverty of resources, the constant shortage of medicines and treatments, the high number of beneficiaries of medicines compared to what is provided in terms of medicines, and the role of the blockade imposed on Gaza Strip in the unavailability of all treatments for patients.
7. Lack of coordination between health institutions and between hospitals and the Ministry of Health in the territories of the Palestinian Authority, which was caused by the Palestinian division and the occupation.

These results are in agreement with some studies such as (Al Shammasin, 2016), (Hussein, 2016), (Al-Anzi, 2014), (Chaudhary, 2019), and (Byline, et al, 2014).

Hypothesis Testing:

H0₁: There is a correlational relationship of statistical significance at the level of significance ($\alpha \leq 0.05$) between the level of quality of services and strategic flexibility in non-governmental hospitals in Gaza Strip.

To test this hypothesis, the "Pearson Correlation Coefficient" test was used, and the following table shows that.

Table 13: The correlation coefficient between strategic flexibility and service quality

Variable	Quality of services	Sig
Total Degree Of Strategic Flexibility	0.490	0.000

The previous table shows that the correlation coefficient is equal to 0.490, which is a function at the significance level 0.05, and this indicates the existence of a statistically significant relationship between the strategic flexibility and the quality of services in non-governmental hospitals in Gaza Strip, and this confirms the validity of the hypothesis. The researchers attribute that to the fact that managing institutions that have a clear vision of the concept of strategic flexibility, and are working on its development, and the development of its culture in its institutions, is successful management and has a good business strategy. Thus: This successful management focuses on improving the quality of its services provided through the concept of strategic flexibility; thus: Supporting the quality of its services provided through the dimensions of the strategic flexibility that this department possesses.

These results are in agreement with some previous studies. As a study (Al-Anzi, 2014), (Chen, et al, 2017), and a study (Byline, et al, 2014).

H0₂: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of the quality of services on the strategic flexibility of non-governmental hospitals in Gaza Strip.

To measure the impact of the dimensions of strategic resilience together on the quality of services, the researchers used multiple regression analysis using a stepwise regression method, as in the following tables:

1. Analysis Of Variance

Table 14: Analysis of variance for strategic flexibility

Model		Sum of Squares	df	Mean Square	F	Sig.
Strategic Flexibility	Regression	208.323	1	208.323	136.351	.000b
	Residual	660.029	432	1.528		
	Total	868.352	433			

Through the previous table, it is clear that there is a significant correlation relationship between the quality of services and the strategic flexibility, which means that the regression model is good.

2. The Coefficient Of Determination

Table 15: Determination factor for strategic flexibility

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Quality of services	.490a	.240	.238	1.23606

Source: Prepared by the researchers with reference to statistical analysis of primary data

The previous table shows that the square of the coefficient of determination $R^2 = 0.240$, which means that the quality of services explains the improvement in the strategic flexibility by 24.0%, which means that the change in the dependent variable (strategic flexibility) occurs as a result of the change in the independent variable (the quality of services). The remaining ratio is explained by other variables that were not included in the regression variables, in addition to random errors resulting from the method of data collection and the accuracy of the measurement.

3. Analyze The Regression Results

Table 16: Results of regression analysis of service quality

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.204	.419		2.876	.004
total_e	.626	.054	.490	11.677	.000

From the results of stepwise multiple regression, the following can be inferred:

1. That the strategic flexibility is affected in a fundamental statistically significant way by the strategic flexibility.
2. The values of the T-TEST for quality of services were statistically significant at a level of 0.05 significance, showing the strong impact of service quality on improving strategic flexibility.
3. Through Beta coefficients values, a regression model equation can be developed, which shows the impact of strategic flexibility on the quality of services, where the regression equation is as follows:

$$Y = 1.204 + 0.626 X$$

Conclusions

The study reached several results and was classified as follows:

1. Results Related To The Independent Variable (Service Quality):

- The results of the study showed a high degree of approval by the study sample on the quality of services among employees in non-governmental hospitals in Gaza Strip, as it was evident through the quality of services field having a relative weight of 79.90%.

2. Results Related To The Dependent Variable (Strategic Flexibility):

- The results of the study showed a moderate degree of agreement by the study sample on the strategic flexibility in its four dimensions: (information flexibility, human resource flexibility, response flexibility, and proactive flexibility) among employees in non-governmental hospitals in Gaza Strip. The strategy as a whole has a relative weight of 60.44%.
- The results indicated that human resources flexibility got the highest approval rate, and ranked first with a relative weight of 61.63%.
- The results indicated that the responsive flexibility obtained an approval rating that ranked second with a relative weight of 60.50%.
- The results indicated that the data flexibility obtained an approval rate that ranked third with a relative weight of 60.15%.
- The results indicated that the pre-emptive flexibility obtained an approval rating that ranked fourth and last with a relative weight of 59.49%.

3. Results Related To Hypothesis Testing:

A. Results related to the first main hypothesis test and the hypotheses branching from it:

- The results of the study revealed that there is a statistically significant relationship at ($\alpha \leq 0.05$) between the quality of services and strategic flexibility in non-governmental hospitals in Gaza Strip with a correlation factor of 0.490.
- The results of the study revealed that there is a statistically significant relationship at a significance level ($\alpha \leq 0.05$), between the quality of services and the flexibility of information in non-governmental hospitals in Gaza Strip with a correlation factor of 0.417.
- The results of the study revealed that there is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the quality of services and the flexibility of human resources in non-governmental hospitals in Gaza Strip with a correlation factor of 0.435.
- The results of the study revealed that there is a statistically significant relationship at a significance level ($\alpha \leq 0.05$), between the quality of services and proactive flexibility in non-governmental hospitals in Gaza Strip, with a correlation factor of 0.459.
- The results of the study revealed that there is a statistically significant relationship at a significance level ($\alpha \leq 0.05$), between the quality of services and the response flexibility in non-governmental hospitals in Gaza Strip, with a correlation factor of 0.418.

B. The results related to the second main hypothesis test: the effect between variables

- The results of the study revealed that there is a statistically significant effect at the level of ($\alpha \leq 0.05$) between the quality of services and strategic flexibility in non-governmental hospitals in Gaza Strip. The results of the analysis showed that the

determination factor was 0.240, which means that the quality of services explains the improvement in the strategic flexibility of 24.0%.

Recommendations

Through the findings of this study, the most important recommendations can be stated. The researchers hope here that these recommendations will be implemented in order to improve the quality of services in the searched hospitals, and to enhance the role of strategic flexibility in them:

A. Recommendations Related To Demographic Variables

- Work out a balance in the ratio of males and females to the cadres that are hired, by attracting a sufficient number of females.
- Work to appoint young people and those with potential to vacate jobs in the hospitals under study, because this group is dynamic and active, similar to the elderly.
- The use of an administrative cadre distinguished by academic and practical qualifications and holders of certificates, because they may be the most capable of performing administrative functions and understanding their requirements.
- The necessity for the academic experience and qualifications of the title holders and department heads, with experience and higher degrees to be consistent with their work requirements.

B. Recommendations Regarding Service Quality

- Removing barriers between doctors and patients, creating a language of dialogue and speaking with patients in a manner that they understand.
- Establishing an effective system to receive patients' complaints that guarantees prompt response and treatment, to achieve continuous communication between them and the hospital administration, or to activate the complaints boxes in the hospital, and to notify patients of dealing with the complaints they submit.
- Work to provide all medical and health specialties in the hospitals under study, by making use of the medical delegations entering Gaza Strip and involving them in the treatment processes, and by bringing in doctors and specialists from abroad.
- Developing the waiting system, and booking appointments for patients, which leads to reducing the waiting time for beneficiaries of health services.
- Development of facilities in hospitals such as: (waiting rooms, cafeterias, parks, toilets), due to their role in further improving hospital service.

C. Recommendations On Strategic Flexibility

- Creating new strategies through which possible future scenarios are developed, so that the hospital cannot deal with any change and determine the required response to the change.
- Increased capacity to create and seize opportunities, and the hospital to be prepared for unexpected environmental conditions.
- Consolidating the relationship between hospital administrations, universities and institutes, by conducting courses and training programs in the areas of flexibility and how to enhance it.
- Work to strengthen cooperation between hospital administrations, the Ministry of Health, UNRWA, and international and local relief institutions to help provide equipment, devices and medicines.
- Providing the appropriate organizational conditions to develop strategic flexibility, by reducing the degree of centralization in decision-making, and delegating some powers, with an emphasis on interaction between employees to achieve cooperation.
- Increase coordination between employees inside the hospital and between departments, functional units and pharmacies, and determine the nature of the overlap in tasks between each of them.
- Work to update information systems, archiving and networks through which data and information are transferred between departments, and create mechanisms through which stored information can be used to enhance decision-making.
- Work to attract individuals to fill supervisory and medical positions, so that they are experienced, and that they have worked in the health field, and work to train and develop their skills.

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