

Single Window Services and their Impact on the Satisfaction of Service Recipients

By

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Abstract

The study aimed to identify the impact of single-window services on the satisfaction of service recipients. Service, developing employee skills and refining their knowledge, especially direct service providers, through holding courses and workshops in the field of communication skills and public relations, and the need for municipalities in the Hashemite Kingdom of Jordan to adopt the concepts of citizen satisfaction applied in the private sector by activating all the tools of the single window system and conducting benchmarking comparisons to reach the specifications of providing work in its optimal form, especially the procedures for conducting and facilitating transactions, and applying the concepts of citizen knowledge management in all its dimensions to reach the highest levels of satisfaction for service recipients.

Keywords: Satisfaction of Service Recipients, Single window services, Municipalities.

1.1 Introduction:

is currently witnessing significant and continuous The world changes in the methods of providing service to service recipients, especially remotely and through smart applications, as the world has become a small equires attention to village despite the divergence of its parties, which r improve the services provided to service recipients in all fields, and the sustainability of the relationship between the organization and citizens And raising the level of customer satisfaction, and this is due to the fact that the tisfaction of the service recipient is one of the most important indicators sa of success in any organization at all, and to the importance of its role in the success of the municipalities in the Hashemite Kingdom of Jordan and their es with high efficiency. What is related to this provision of their servic matter and what affects the quality of the service provided, which reflects .the satisfaction of citizens

Relationship marketing aims to enhance compatibility between three r service, quality of service), which are main elements: (marketing, custome the elements that achieve the highest levels of benefit through the reciprocal relationship. These elements must be integrated if the organization is really basis for a new keen to serve citizens and achieve loyalty. It provides a perspective on marketing as an integrative activity in which all individuals and all organizations participate, with a focus on establishing and .(maintaining the relationship between them (Maash, 2020

om of Jordan, like other Municipalities in the Hashemite Kingd governmental organizations, deal with large numbers of citizens, which requires them to maintain distinguished relations with them. Introduction and increasing levels of satisfaction, and seeks to reach the satisfaction of recipients to the highest possible level and raise it, and to achieve service this goal, the administration works to provide programs for qualifying employees, which is one of the challenges in light of the increasing number ion expansion, in addition to the of taxpayers and the increasing populat need to provide the necessary services to municipalities within the budgets window service system has been developed to facilitate -Therefore, a single

electronic citizens when conducting their transactions, as well as facilitating el payment services, and creating a number of outlets for directorates and other .government institutions to facilitate the conduct of related transactions

Facilitating the procedures for conducting transactions between portance in the satisfaction of service recipients effort and time is of great im due to the rapid development in computer systems and applications that have changed the pattern of service delivery, as government directorates, mpeting in including the Directorate of Buildings and Lands Tax, are co streamlining procedures for conducting transactions, which in turn works to .(Bilani , 2015-raise the level of service and citizen satisfaction (Al

The success of public sector organizations is linked to several which is the satisfaction of service recipients, criteria, the most important of as many countries have allocated awards and rewards to government organizations that excel in providing their services by appreciating their of employees, developing their competencies and promoting the concept justice and equality among them, as well as taking care of them, communicating with them, rewarding and appreciating them in a way that motivates and develops them Their commitment and their ability to employ evel of services provided to their skills and knowledge to improve the 1 .(service recipients (King Abdullah II Award, 2015

The levels of satisfaction of service recipients in municipalities and lands are raised when the Citizens Knowledge Department is one of its he local community to improve the level of strategic objectives to deal with t satisfaction with the services provided through electronic governance, as it encourages the collection of information from citizens, specifically citizens' erstanding of complaints and observations, and a more comprehensive und citizens' knowledge Which is concerned with building a relationship between the customer and the organization. The combination of information management and knowledge management with customer relationship ers to complete their transactions, management makes it easier for taxpay which includes raising the level of taxpayer satisfaction, (Burazaq and .(Mazyad , 2020).

The single window system aims at developing electronic services and facilitating their linking with other ministries and departments. The services provided by the window include the buildings and lands tax applied in 109 units of municipalities and regions. Requesting an objection, requesting an appeal, changing or correcting a name, inquiring about tax, dealing on real estate, reviewing tax details, and following up requests submitted on real estate, reviewing tax details, and following up requests submitted inquiring about receipts paid on real estate by citizens. In light of the above, this study came to help the Buildings and Lands Tax Directorate understand and means of service to the needs of Service recipients and developing ways to raise their level of satisfaction, and to identify the extent of their satisfaction with the services provided, which contributes to strengthening the status of these directorates at the level of the Hashemite Kingdom of Jordan

1.2 Study problem and questions:

The effectiveness of the single window services depends on improving the single window procedures for the flow of transactions. The quality and ease of using information system in the flow of transactions are among the main dimensions affecting the single window services (AL- Weshah , et al, 2018) in addition to the efficiency of the employees because of their important role in the satisfaction of citizens. Through single window services, especially front-line employees (Hsieh, et al , 2012) the emergence of the Citizens Knowledge Management (CKM) strategy, coinciding with the emergence of globalization and modern technology, created a new challenge that must be exploited as an opportunity to build a strong relationship with customers, as it greatly affects the satisfaction of citizens and the effectiveness of the application of the "single window system" in municipalities and lands and its impact on the satisfaction of the recipients of the service payers should be known providing easy and fast services to service recipients, because the quality of service is one of the important topics in strengthening the importance in achieving the loyalty of citizens and citizen satisfaction is seen as the main key. For the success of the organization and its competitiveness

cate in the long term, as the experimental results in service organizations indi that citizens' satisfaction with the services and products provided can affect the loyalty of citizens and their decision to continue the relationship with the) company Ndubisi & Wah, 2005 and in response to the continuous , (s of citizens it has become important It is important changes to meet the need for the organization's management to strive and benefit by working on citizens' knowledge management, which considers the customer the main ce and factor for success and leads the organization to improve servi Burazaq and Mazyad ,) highlight its direct impact on citizens' satisfaction .(2020

1.3: The importance of the study

The scientific importance of the study comes to know the most nts, important factors affecting the degree of satisfaction of service recipie and to be a continuation of what previous research began with and a reference for future research and to provide the National Library with studies that reflect the reality of the level of satisfaction of service ashemite Kingdom of Jordan. The recipients from municipalities in the H study also shows the importance of being a reviewer It is academically useful in building relationships and modeling them for students in the field ,of citizen service management, in addition to being one of the few studies according to the knowledge of the researcher, that looked in this field in .the Hashemite Kingdom of Jordan and in the public sector in particular

1.3.1 practical significance

The practical importance of this study lies in its association with an t related to service recipients, given that their satisfaction is important aspec one of the main goals of the existence of municipalities, and one of the strategies on which the Directorate's interest in service recipients is based makers to -torate officials and decision in general. In addition, it helps direc raise the level of satisfaction of service recipients through The available measurement tools are valid for use, and through the recommendations of vices and stop ser-the study, it is possible to access the typical form of one

modify the possible procedures and services to obtain the highest levels of satisfaction with them

1.4 Terminological and procedural definitions

1.4.1 service recipient

The recipient of the service is "the person whose property is registered in and if the property is not registered, then it means the person who receives the rental allowance for that property or its revenue in relation to a property owned by the government, then it means the person who occupies cit or implicit permit." The researcher that property by virtue of an expli defines him as the person charged with paying the buildings and land tax because he is The person benefiting from the real estate and the services of .the Building and Land Tax Directorate

1.4.2 Service recipient satisfaction

Service recipient satisfaction is defined as "the customer's overall judgment on all delivery procedures and results, compared to the customer's expectations and the benefits he wishes to obtain" (Al-unt of Damour, 2008). What the customer expects and the amo- satisfaction achieved by obtaining what he desires as a result of the ease of transaction procedures, the efficiency and good treatment of employees, the Directorate's use of the customer knowledge nsiveness of management strategy, the effectiveness and comprehe .the services provided through the single window system

1.4.3 Single Window Services

Single window services are defined as " companies using -their capabilities in the field of research methods, technology and e h citizens" commerce to manage relations wit(Amin, 2016 . (Modernizing data collection methods and providing services based .on the knowledge of service recipients

1.4.4 Transaction Processing Procedures

It is "the traffic plan that transactions go through from the starting final point in which the transaction procedures are fully point to the) "completed, and it is specific, sequential, and free of any complexityAl- Weshah ... et al, 2018 and the researcher defines it as the path in the ,(

out delay, the procedures and transaction procedures At a specified time with .their sequence are clear and away from the routine

The service sector in municipalities is witnessing an increasing interest in

first topic : one-stop services

2.1.1 Preface

The concepts and solutions of single window services) CRM (are considered strong factors for strategies and operations that focus on citizens. The approaches to the subject of single window services known in private organizations and companies, which mainly focus on the impact on the operational and financial operations of single window services on organizations, this study also seeks to emphasize the potential of single window services in building a high level of satisfaction of service recipients.

One-stop services are considered a strategy that focuses on creating customer satisfaction and long-term relationships with them by integrating many functional areas of the organization to achieve a competitive advantage) Nguyen, et al, 2007 ,(and the results of research conducted by) Ardiyhanto , 2011 (show that there is a strong relationship with services The single window in relation to the loyalty and satisfaction of service recipients towards the organization providing the service, and this means that the better implementation of the single window services in the organization providing the service has a positive effect on the service recipient (customer), so the applications of single window services allow organizations to benefit from information from all points of contact with The customer, whether it is via the web, the call center, or through service personnel in this field, and the single window system is considered one of the leading applications in providing electronic service.

2.1.2 The concept of single window services

Single window services are defined as “the process that is concerned with building relationships with citizens in a way that contributes to creating additional value for the customer, and makes him more satisfied and loyal to the organization ,and makes the latter increase its turnover and profitability , by giving a positive image of it and its products” (Maash, 2020). It is “an

integrated function consisting of a sales, marketing and service strategy that aims to increase revenue from satisfying citizens)”Kalakota and Robinson, 2010 ,(and single window services are “the concept of building a strong relationship between organizations, in this case management with citizens)” Sutedjo , 2011 ,(and single window services are “an approach to citizen service that focuses on building and maintaining long-term relationships)” Ardiyhanto , 2011 .(

There are many definitions of one-stop-shop services, defined as an organizational procedure aimed at knowing customers who have been identified according to their activity and profitability , and satisfying them better through multiple communication channels within the framework of a permanent relationship in order to increase the turnover and profitability of the enterprise) Alard & Guggèmos , 2005). .(Among the modern definitions of single window services, he defined it (2015 et al , ,Belas (as “the science and art of attracting new customers, retaining existing citizens, and achieving the necessary growth for transactions that take place with departing citizens. ” (2017 ,Jamali, et al (defined single window services as an approach to understanding customer behavior through extensive contacts with him to improve performance. Which is to attract and retain the customer and increase his loyalty and profitability.

Thus, it is imperative for higher administrations to realize the importance of single-window services that aim to improve organizational performance and develop administrative strategies that focus on citizens (service recipients) and their satisfaction . Knowledge of citizens and the single window system.(

2.1.3 Dimensions of Single Window Services

2.1.3.1 Transaction Processing Procedures

The issue of simplifying the procedures for conducting transactions, especially the procedures for providing services to service recipients, has gained increasing attention in all calls for administrative reform. (senior citizens) of the citizens, rather it is directed to all categories of citizens, which necessitates the simplification of these procedures, and that the simplification of work procedures is a basic pillar of the comprehensive

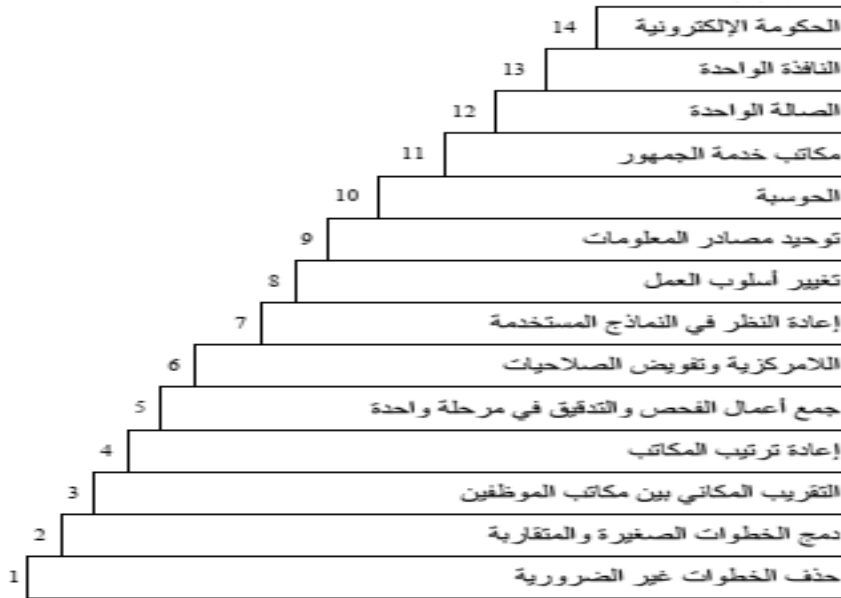
administrative reform, which would improve the process of activating public sector institutions and enhance its transparency.

The simplification of administrative procedures achieves a set of benefits for both the simplifying administration and the party dealing with it, whether it is citizens or the business sector. Among the most important benefits that simplification of procedures leads to are: (Al-Bailani , 2015(

- Economy in efforts and costs.
- Accuracy in performance as a result of standardized work procedures.
- Reducing administrative corruption and facilitating the oversight process.

However ,the simplification of work procedures may face some legal conditions represented in the powers, and subsidiary procedures associated with them that guarantee the rights of the organization or for reasons related to the division of work and the distribution of responsibilities and powers among the employees of the organization and to confirm effective control and supervision. For judgments and personal relationships, and this is due to the nature of the services provided, where services are distinguished from goods - in general - in the procedures for conducting transactions that services are intangible, and it is difficult to give specifications for them, but they can be realized through a set of dimensions that make them up, and opinions differed on the classification Unified of the basic dimensions that make up the procedures for the flow of transactions, so there are many methods that must be used gradually in simplifying the procedures for the flow of transactions, and Jaradat (2008 (presented a model that can be inferred in the gradation to simplify the procedures as in Figure (2:(

Figure (2) Gradual simplification of procedures



This model starts from the first stage represented by deleting unnecessary steps to reach the e-government stage in its full form. Jaradat (2008) indicates that this gradation process can be implemented through more than one stage by one step, and that depends on the services provided by the government organization to reach the highest levels of service. (1985 , Parasuraman et al .) developed a model in which it was based on citizens ' expectations of the level of service in the transaction process and their awareness of the level of performance of the service already provided, so that in return they would be satisfied with the service provided. The main pillar of this model was the gap. The customer's awareness of the level of the actual performance of the service and his expectations about its quality (linking the quality of the service to the satisfaction of the service recipient), where each organization - public or private - carries out various types of activities and operations to achieve the goals of the organization, and these activities and operations are called by various names, including "procedures The flow of transactions", "work methods and methods", "work routines" ... etc., and procedures are considered as means to carry out and complete actions, without which no work can be done.

Benefits of defining transaction processing procedures:

O'Neill knows (O'Neil, 2014) procedures as "the practical application of policies", describing them as "the lists that specify the actions that should be carried out, in accordance with the established policies, in order to enable the proper application of those policies". As for Schermerhorn (2011), procedures are defined as "a description of the rules that specify the actions that should be taken in specific cases, and these rules are usually written and known to employees." Therefore, the specific steps for performing a work or activity and knowing each of the participants in the work or activity in turn do It only leads to a reduction in business completion expenses, but it also helps to increase the efficiency and effectiveness of the Buildings and Lands Tax Directorate in carrying out its tasks and raising the level of satisfaction among service recipients.

- Accelerate the completion of business.
- Improving services provided to service recipients.
- Profiling similar businesses in administrative units.
- Reducing the cost of doing business.
- Eliminate moodiness in carrying out business.
- Tight control over the implementation of works.
- Raise the morale of the employees.

2.1.3.2 Staff competency

Employees are one of the most important tools for one-stop-shop services, and their efficiency greatly affects the quality of service provided, which is directly related to the level of satisfaction of service recipients. Provided by the service staff to the service recipient (the customer) is considered a competitive advantage, as these personal interactions form the service recipient's perceptions of the quality of the service provided and his level of satisfaction. The service experience with the employees distinguishes a service organization from another as a result of the efficient interaction between the customer and the employee. The first and essential for the customer before the process of providing the service, during the provision of the service and after it, and citizens often build their impression

of the Directorate to a large extent on the service and interaction with the staff of direct contact with the recipient of the service (the customer), and also the service staff in the front lines play a pivotal role in shaping the level of perceived service quality to the customer) .Prentice, 2019 .(

A widely applied measure of service quality has been developed by SERVQUAL Parasuraman ,Berry ,& Zeithaml 1991 ,(This scale consists of five basic dimensions:

1. reliability
2. Security
3. empathy
4. response
5. tangibility.

Where the first four dimensions correspond to the provision of service performed by the employees with a focus on the speed, accuracy and consistency of service, in addition to the friendliness and care of the employees in dealing with them ,while the last dimension corresponds to the physical preparation of the service buildings, which includes the appearance of the employees and the cleanliness of the facilities, providing the service on time according to However, the customer may leave a negative impression of the employee's attitude while ignoring other factors (Prentice et al, 2019 .(Therefore, the efficiency of employees plays an important role in increasing the level of satisfaction of service recipients.

The behavior of the efficient employee and the way he performs the service efficiently forms positive perceptions of the service recipients in the organization, which leads to the satisfaction and retention of citizens) Birgelen , et al, 2013 ,(and satisfaction is greatly affected by the employee's performance of the service with excellence. During the provision of the service, it also forms the perceptions of the service recipients of the level of service provided) Delcourt et al..., 2013 .(

2.1.3.3 Citizens Knowledge Management

Single window services use the concepts of citizen knowledge management to improve effectiveness and efficiency in all processes and procedures related to providing services to the customer, influencing their satisfaction and building trust with them, and citizen knowledge management uses single window services to expand its technology-based and data-oriented approach, while knowledge management works The customer enables one-stop-shop services through the use of both people and technology elements and their reflection on the satisfaction of the service recipient, and the integration of one-stop services with customer knowledge management is one of the aids for the organization to deal with obstacles and enhance comparative advantages by communicating with citizens and learning from them continuously in the management process , and consolidating the relationship with them) Wang & Yu, 2010 ,(and the Building and Land Tax Directorate can then use the acquired knowledge of citizens to achieve the goals of obtaining maximum benefits from citizen relations and increasing their satisfaction.

On the other hand, the development of citizens' knowledge clearly affects the relationship between single-window services and the satisfaction of service recipients) Nejatian et al., 2011 .(Measurement of citizen satisfaction also provides useful ,immediate, and logical feedback about citizens' preferences and meeting their expectations) Kim et al., 2003 .(Another important performance measure for one-stop-shop services is the time value of the customer's life. According to) Nejatian et al..., 2011 ,(the lifetime value is the sum of the future flow of satisfaction and other benefits attributed to all services and transactions with the customer, divided by its present value. If the organization can By retaining their customers for a longer period, they will be able to get more deals from them due to factors such as reducing the cost in operations, increasing purchases and providing constant advice to the customer and “word of mouth”, and ways to benefit from discounts, so the customer will have a higher lifetime value due to the knowledge they have gained Through organizations that deal with it periodically and continuously, as this knowledge can provide the

organization with new skills and capabilities that can be used for other new service recipients as well (Chong, 2006 .(

The customer's share is considered as one of the performance measures that represents the organization's share in each customer's total trade, and the organization can calculate the share of its customers by understanding what citizens want to buy from competitors and what they may be willing to buy from the organization) Nejatian et al..., 2011 ,(and managing citizens' knowledge It is an important axis in one-stop services, in areas such as: evaluating, providing better service ,improving service quality, reducing costs, and responding faster to citizens .However, the main challenge of knowledge management is to collect, expand and integrate knowledge to share among all members of the organization) Talet , 2012 ,(and to investigate the impact of knowledge management on various aspects of managing relations with citizens) citizen knowledge, interaction with citizens, citizen satisfaction, and citizen value ,(Yaghoubi et al., 2011) conducted a study that showed that knowledge management has a significant impact on The relationship with the citizens, in addition to the fact that this relationship has an impact on improving customer satisfaction. Knowing the citizens is the basis of strategic decisions ; Hence the implementation of Single Window Services systems includes the acquisition of documents, as well as the transfer and use of knowledge within and outside the organization.

Types of citizen knowledge:

The definition and classification of citizen knowledge is based on different research perspectives. One definition of citizen knowledge comes from Feng and Tian ,(2005)where customer knowledge is defined as: "the combination of experience, value, and information, which is created and absorbed during the transaction and exchange between the customer and the organization." Citizens' knowledge is defined as" :organized information about the customer as a result of systematic processing) "Mitussis et al, 2006) .Citizens' knowledge has also been identified as one of the most

complex types of knowledge, as citizens' knowledge can be obtained from different sources and channels) Nejatian et al. al. .(2011 ,

Marketing scholars classify the knowledge of citizens in different ways .Crié and Micheaux (2006) classified customer knowledge into two types: “behavioral” (quantitative) and “behavioral” (qualitative), as behavioral knowledge is easy to acquire and is essential, while quantitative knowledge is It means that the system contains mutual transactional relations between the customer and the organization, and it is difficult to acquire behavioral knowledge because it deals with the mental state of the customer ,but at the same time it is an important factor for enhancing the knowledge of citizens because it is directly related to the ideas and vision of citizens and greatly affects their satisfaction, as Wang classified & Yu, (2010) Citizens' knowledge of single window services can be divided into three groups, namely:

- 1- Basic knowledge of the customer: This type of knowledge is obtained during mutual interactions with citizens and includes factors such as the time of purchase of products or service provision, place, variety, and so on.
- 2- Knowledge required by citizens: This type of knowledge is prepared by the organization to meet the needs of citizens, and this knowledge relates to products, services and market situation.
- 3- Knowledge coming from citizens: This type of knowledge refers to the observations and feedback that citizens send about the products and services provided by the organization.

2.1.3.4 Single Window System:

The single window system is concerned with processing all administrative transactions and procedures related to building and land tax operations, through a single point .Ministries, departments, institutions, and organizations often participate in this system. This system may be connected to a government system for processing data and reviewing documents, before approving the tax. or reject transactions or request more information or documents.

For example, in Malaysia, the processing time of documents for business activities took an average of 12 hours under the manual system, and this time decreased to 15 minutes under the electronic system, which means that it has become about 50 times faster, which helps the success of the single window system in influencing The speed of service provided to the customer (service recipient (and improving their satisfaction with the services provided (United Nations, 2010) .

Definition of single window system:

It is a" principle based on providing all services to auditors in one place and providing facilities to them by gathering representatives of the organizations concerned with the service under one roof, in order to ensure the ease and speed of providing services and thus reduce the cost and provide the best services and increase the satisfaction of service recipients, so that it serves as a central point between All parties concerned with obtaining these approvals and signatures” (Ministry of Public Sector Development, 2012.(

Therefore ,in theory, the single window system can be defined as a system that allows the collection of information in one body to meet all regulatory requirements related to service provision operations to the customer (service recipient). In practice, the single window system is a single entry, whether physical or electronic. It aims to provide data and documents related to the procedures related to the Buildings and Lands Directorate through a single window linked with all relevant authorities by providing an integrated service through one port.

In view of the effectiveness of the single window system, the United Nations Center for Facilitation of Trade and Electronic Business) UNCEFACT , 2005 (issued recommendations on the establishment of the single window system, the most important of which is Recommendation No. 33, which defined the single window system as “a facility that allows all parties involved in trade and transport to provide Information and documents governed by unified standards, through a single point of entry ,to meet all regulatory requirements related to the operations of organizations and directorates affiliated with government agencies to facilitate service

recipients) citizens) and seek their satisfaction. If this information is electronic, it must be submitted once.

Single Window Models :

The three models of the single window are as follows (2005) , Uncefact

1. A single authority that receives information and circulates it to all relevant government authorities.
2. A single automated information collection and dissemination system, thus integrating the collection, use, dissemination and storage of data related to the tax system.
3. An automated information transaction system through which the taxpayer can submit electronic applications to various authorities for processing and approval in one application.

The importance of the single window system:

The single window can be an important tool for facilitating transactions related to the building and land tax. If it is implemented effectively, it can simplify the formal procedures for submitting documents and collecting data, saving time and money for service recipients (customers) and increasing their level of satisfaction with the services provided. The following are the main benefits that it provides: What can be achieved by stakeholders from the single window system project, which are: (Canada Border Services Agency, 2008(

For taxpayers:

1. It allows the taxpayer to go through all procedures related to paying taxes on their real estate and regulatory requirements related to processing transactions related to their real estate through a single entity.
2. Process transactions faster, and reduces the burden of obtaining approvals and signatures.
3. Lower administrative costs.
4. Reducing the time taken.
5. Increased transparency and less bureaucracy.

For the government:

1. Create a common database for the exchange of official data.
2. More accurate identification of tax transaction numbers.
3. Get better tax statistics.
4. Increased government revenues.

Elements of success of implementing the single window system :

There are three factors that affect the success or failure of the single window system ,and any government organization must take these factors into consideration :(Unece , 2012)

1. Political and national commitment, which is the most important factor for success in implementing the Single Window project.
2. Providing operational and financial support to those concerned with the implementation and operation of the single window system.
3. Provide an effective mechanism for establishing inter-agency cooperation and coordination among government agencies and stakeholders in the private sector.

Thus, the necessary ingredients for the success of implementing the single window system are divided into two main aspects: The administrative aspect is represented in the willpower and political administration to accept the idea of the system through the establishment of introductory programs and conferences on the nature of the single window system and the benefits of applying it to facilitate the service recipients and improve their level of satisfaction .Forming a working team to manage the project from government bodies and agencies related to buildings and land transactions, preparing a study Due to the feasibility of establishing the system and the nature of the needs it meets and possible implementation scenarios, choosing a leading agency to supervise implementation, to simplify and coordinate policies and procedures in line with the application of the system and facilitate data standardization processes ,and the technical aspect through the formation of a technical team of government agencies and agencies related to the work of the single window system. Coordination and simplification of the database to provide a suitable environment for the application of the system. Starting the actual steps to implement the single

window system. Coordination and simplification of the list of information and data requirements.

topic : satisfaction of service recipients

The satisfaction of service recipients is a major measure of the quality of services provided, which makes it difficult to measure this satisfaction) Al-Jabi , (2015 ,as achieving service quality and service recipients' satisfaction are crucial factors in influencing the decisions of service recipients and the desire to deal with government organizations in the future, so improving the quality of services provided It has a positive impact on achieving satisfaction, and many organizations have tended to pay attention to achieving quality in order to ensure the continuity of providing their services 6) Sharma, 201 , (and service quality is considered one of the important topics in one-stop ,services and has great importance in achieving the loyalty of citizens and strengthening the relationship with them) ((Rauyruen & Miller, 2007 .

2.2.2 The concept of customer satisfaction

Customer satisfaction is defined as" the customer's judgment on the service or product, which carries a high level of quality associated with consumption or presentation style " .The actual performance of the product or service with the expectations of the customer", as defined by Al-Saeed (2016) as "an emotional state that expresses emotional reactions that result from the individual's purchase or obtaining the service, and satisfaction should be dealt with as the main support for the success and continuity of organizations." Raza , 2015) defines it as "an attitude or feeling that arises among service recipients and is related to the use of services, which contribute to the full fulfillment of the requirements and needs of service recipients, and is linked to an increase in his frequency of obtaining that service or his desire to purchase it in the future . " As for Barkaria (2013 . (Purcarea , (considers it" a perceived positive or negative impression on the part of the service recipient that results in a comparison of the actual performance of the service or commodity with their expectations".

Alawneh (2019) indicates that the satisfaction of the service recipient is a function of the levels of expectations and perceived performance, and there are three levels of satisfaction. Customer expectations ,he feels dissatisfied, and thus high levels of quality create a kind of emotional link between the customer and the organization, and thus this link creates loyalty and loyalty to the organization.

Through the previous definitions, it can be concluded that there is a strong relationship between the satisfaction of the service recipient and the association with the organization providing the service .Likewise, the satisfaction of the service recipient with the feeling that suggests satisfaction or dissatisfaction that results when comparing the observed service performance with his expectations. In this case, the recipient of the service remains linked to the organization providing the service (2011 ,Akhilesh) , and services are defined as providing assistance, grants, or interest to a specific group, or to all beneficiary individuals, and the term service generally means that a person performs an activity for the benefit of other individuals or the public. Whereas, the term service differs according to the type of service (Mashala, 2016).

2.2.3Service Recipients

The term " customer "for government organizations is much more comprehensive than other general terms, and although the main stakeholders in most business organizations are individual citizens) considered consumers), suppliers, owners, competitors, employees, and shareholders, as for public organizations, public services are known It is what the state provides to its citizens to facilitate and increase their well-being ,directly or indirectly , to facilitate their lives, and to grant them a kind of economic and social well-being, within the areas within the limits of its authority and material capacity, and in accordance with international laws, such as educational, social, economic, health and security services (Assistance , ,2016) and from a marketing point of view, the recipient of the service in the governmental organization is what represents the external customer, and he is the customer for whom this organization was established and services

were provided to him, so he must be treated as a customer, even if the organization is non-profit as it is the focus of the work of this organization.

Several studies indicated the need to understand the relationship between service quality and service recipient satisfaction, as Zibdah (2018) confirmed that there is a direct relationship between the quality of service provided and the satisfaction of service recipients. It should be avoided in the governmental organization to provide its services in the best possible way. As for Al-Swaiti (2018), he stressed the need to measure the satisfaction of recipients of government services and work to improve the level of services provided due to its strong association with the degree of satisfaction. Thus, communication with citizens is to create value for them and satisfy them. The one-stop-shop services It affects the satisfaction of service recipients, and the better the one-stop-shop services are, the higher the level of satisfaction of service recipients, as (Khairawati, 2020) indicates that the satisfaction of service recipients has a prominent role in business sustainability, as the formation of satisfied customers increases the degree of their loyalty and thus the frequency of their dealings with the organization, which It leads to achieving its goals in continuity and survival, and satisfaction can be considered as an evaluation based on the comparison between perceived performance and expectations, so that the customer is satisfied if expectations are met from a product, service or g more than what is expected, and the satisfaction of citizens is seen as the main key to the success of the company and its competitiveness in the long term, as the experimental results in service organizations indicated that the satisfaction of citizens with the services and products provided can affect the loyalty of citizens and their decision to continue the relationship with the organization (Ndubisi & Wah, 2005 .)

The satisfaction of service recipients represents one of the most important outcomes of administrative and marketing practices and the most effective in maintaining the presence of governmental organizations such as municipalities, and contributing to the achievement of these organizations for their goals of growth and development. The researchers found that the satisfaction of the service recipient includes two aspects. The first is the

cognitive aspect, which is evaluated by the service recipient based on a set of objective criteria related to the characteristics of the service, while the second aspect is emotion, where the personal criteria of the service recipient play a major role in evaluating and judging them. By comparing the benefits received and what is sacrificed in return, as (2008 ,Moliner . et al. (believes that the satisfaction of service recipients consists of two types of response to service interviews, the first type is the cognitive response Cognitive ,which depends on the comparison between the expected performance The perceived performance of the service, while the second is the affective emotional response ,which is linked to the positive feeling of the customer after the experience of the service. A relationship to the customer's experience with the organization providing the service, as) Reimann, et al, 2008 (sees that customer satisfaction can be expressed as evidenced by the following formula:

Service Perceived Performance - Expected Service Performance = Customer's Perceived Service Quality.

Effective single-window service practices are closely related to customer satisfaction (service recipients) (Feinberg & Kadam, 2002 .(In addition, satisfaction is a major goal of single-window services, which also greatly affects medium-term goals ,such as retaining citizens and growing their loyalty to the organization. And thus achieving organizational profitability and organizational performance) Abdullateef & Salleh, 2013 .(Wahab et al. (2011 (also found that maximizing customer satisfaction and reducing complaints are among the main outcomes of performing successful one-stop-shop services.

From the foregoing, we conclude that the perceived quality of service is related to the perceived performance of the service by the service recipient, while satisfaction reflects the expectations of the service recipient from that service . It reflects the ability to manage and control these two variables to a large extent by public service organizations and municipalities in particular. Based on the foregoing and in line with the purpose of this study, customer satisfaction can be viewed as a positive attitude resulting from the evaluation of all aspects of the relationship between the service

provider (Directorate buildings and lands tax) and the customer (taxpayer), and depends on the comparison between the level of actual performance of the service provided and the expectations of the service recipient. Given the nature of the work of the municipalities, there are four basic stages in the one-stop-shop services that must be taken in order to reach high levels of satisfaction of the service recipient, namely: Facilitating the procedures for conducting transactions, developing the skills and competencies of employees in how to deal with service recipients, managing customer knowledge in a manner that facilitates the conduct of his transactions, and finally keeping pace with technological development As a major component of the single window services through what has been developed of the single window system service to facilitate the recipients of the service and increase the efficiency of its performance, the single window services strategy is considered one of the long-term issues.

third topic : previous studies

1. **Drori et al. (2021) study** entitled" The Relationship between the Electronic Single Window Services and the Customer's Electronic Engagement "An Applied Study on Pharmaceutical Companies Using Oracle Applications, to reveal the relationship between electronic Single Window Services and the Customer's Electronic Engagement by applying it to pharmaceutical companies that use Oracle applications. According to the descriptive analytical approach, the research community was represented by the customers of pharmaceutical companies, and the researcher chose 6 companies, at a rate of two companies in each of (Cairo - Alexandria - Mansoura). The total sample of the research was (404) customers of the pharmaceutical companies under study. For the purpose of collecting data on the variables of the study ,the results of the study concluded that there is a statistically significant correlation between the variable" electronic single window services "and its dimensions and the variable of" electronic customer engagement "and its dimensions.

2. Dr .**Al-Hadban's study (2020** (entitled" The Role of the Services Provided by the Jordanian Civil Status and Passports Department in the Service Recipients' Satisfaction in Jordan ,"where the study focused on explaining the role of the service provided by the Jordanian Civil Status and Passports Department in the satisfaction of the service recipients , and expressed that from Through the four dimensions of services)organization, planning and development, proportionality and follow-up , material needs), the study was applied to the Civil Status and Passports Department in the central regions of Amman, Zarqa, and Salt), noting that the study sample includes the distribution of 390 questionnaires to the recipients of the service from the auditors, and the study reached There is a state of general satisfaction with the services provided by the Civil Status and Passports Department, as expressed by the reviewers through answers to the questions contained in the study questionnaire.
3. **Bakhouch) 2020** (study entitled" The Role of Electronic Single Window Services in Enhancing the Performance of Business Organizations - A Case Study of Algeria Telecom Corporation in Tebessa ,"with the aim of analyzing the role of electronic single window services in enhancing the performance of business organizations according to the opinions of employees working in Algeria Telecom Corporation in Benisa , and the method was used Analytical descriptive, and theoretical information was collected from library sources ,and data through a questionnaire distributed to the study population consisting of all (68) employees working in the institution, where (60) analytical questionnaires were retrieved . Agree on the Ligert scale , and there is a focus in performance on the factor of profitability and loyalty, and the results indicated that there is an important statistical effect in the electronic single window services in the performance of Algeria Telecom Corporation.
4. **Bourzak and Mazid (2020) study** entitled" The Role of Customer Knowledge Management in Improving the Quality of Services "This study aimed to know the extent to which customer knowledge management contributes to improving the quality of services provided in

Algeria Telecom Corporation for the state of Jijel, by identifying the relationship between the two variables and measuring the impact of the dimensions of customer management Customer knowledge in improving the quality of services provided in the institution under study. The study relied on the analytical descriptive approach using the questionnaire as a main tool for collecting information ,which was distributed to a sample of 60 employees. The study hypotheses were tested using the Statistical Packages for Social Sciences " SPSS "program .The study revealed a set of results, the most important of which is the presence of a high and statistically significant correlation between the two variables, and there is a statistically significant effect of customer knowledge management on the quality of services in the institution under study.

5. **Zalat) 2019 (study** entitled" A proposed framework for the role of single-window services in achieving service quality in Egyptian commercial banks, and the study tool was applied to (381) Egyptian bank customers ,and by testing the main hypothesis that there was a statistically significant positive effect of single-window services On the quality of service in Egyptian commercial banks, as well as testing the following sub-hypotheses: The first sub-hypothesis: There is a statistically significant positive effect of customer relations management on the response The second sub-hypothesis: There is a statistically significant positive effect of single window services on reliability The third sub-hypothesis: There is a significant positive effect Statistics for single window services on communication.The results of the research showed that there is a strong direct correlation with statistical significance at a significant level (0 (01 ,between each dimension of single window services on the one hand, and each dimension of quality of service on the other hand. The correlation is higher than (0.49), which is an indicator of the positive impact of the single window services in the commercial banks under study on the quality of service provided by those banks.
6. **Qattai and his supporters (2019) study** entitled" The Impact of Customer Knowledge Management on Citizens' Orientation in Algeria

Telecom Company (Ouargla ,"(with the aim of identifying the impact of Citizens 'Knowledge Management. The study tested the relationship between Customer Knowledge Management and Citizens' Orientation in terms of the direct impact of Customer Knowledge Management on Oriented citizens, as well as the mediator's role in managing customer knowledge between commercial agencies, and directed citizens, where (40) questionnaires were distributed to managers and heads of departments working in commercial agencies through an intended sample in five agencies. The research hypotheses were tested based on the simple regression and multiple regression models to verify the direct effect, and path analysis Path using the program 25 .Ver Amos supported by the Statistical Package for Social Sciences) SPSS) program. The results of the study showed that there is a high significant effect on the orientation of citizens by knowledge of the customer ,and the results confirmed that there is an important role for managing customer knowledge as a mediating variable between commercial agencies and citizens 'orientation in the Algeria Telecom Corporation (Ouargla.(

5.1 Discuss the results

We conclude that one-stop services are a strategy that focuses on creating customer satisfaction and building long-term relationships with them by integrating many functional areas of the organization to achieve a competitive advantage. The quality of the service provided, which is related to the level of satisfaction of service recipients in the municipalities. The services provided by the directorates and organizations include tangible and intangible components, which was indicated by (Pension, 2020), and the development of citizens' knowledge clearly affects the relationship between the services of the one-stop shop and the satisfaction of the recipients. Service as indicated by) Nguyuen et al..., 2007 (and the current study concluded.

5.2 Study recommendations

In light of the findings of the study, it recommends the following:

- The necessity of paying attention by the municipalities in the Hashemite Kingdom of Jordan to the satisfaction of the service recipients.
- The need to avoid complex routine procedures that may affect the satisfaction of service recipients.
- Developing the efficiency of employees and refining their knowledge, especially direct service providers ,through holding courses and workshops in the field of communication skills and public relations.
- The need for municipalities in the Hashemite Kingdom of Jordan to adopt the concepts of citizen satisfaction applied in the private sector by activating all the tools of the single window system and conducting standard comparisons to reach the specifications of providing work in an optimal way, especially business procedures and facilitation.
- Applying the concepts of citizen knowledge management in all its dimensions to reach the highest levels of satisfaction for service recipients.

5.3 Study proposals

The current study proposes to carry out the following studies:

- Conducting a more in-depth study to understand the relationship between transaction processing procedures and their impact on the satisfaction of service recipients.
- Research the effect of applying the concepts of total quality management on the satisfaction of service recipients.
- Conducting studies on psychological, environmental, health, economic and technological factors related to the satisfaction of service recipients.
- Analysis of the gap between the perceived value and the expected value of recipients of municipal services in the Hashemite Kingdom of Jordan.

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