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Critical Factors for Customer Satisfaction and Delight in the Palestinian Pharmaceutical Market

By

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وَقَدْ أَحْسَنَ بِي إِذْ أَخْرَجَنِي مِنَ السِّجْنِ

يوسف (أية ١٠٠)

يَرْفَعِ اللَّهُ الَّذِينَ آمَنُوا مِنكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتٍ

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بناءً على موافقة عمادة الدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ **وسيم فاروق توفيق مسروجة** لنيل درجة الماجستير فـــي كليـــة *التجارة/ قـسم إدارة الأعمــال* وموضوعها:

"Critical Factors for Customer Satisfaction and Delight in the Palestinian Pharmaceutical Market"

وبعد المناقشة العلنية التي تمت اليوم الاثنين 14 جمادى الآخرة 1430هـ، المــوافــق 2009/06/08م الساعة الحادية عشرة صباحاً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية *التجارة/ قسم إدارة الأعمال.*

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

عميد الدراسات العليا

د. زيـــاد إبراهيم مقداد

III

Dedication

I dedicate this study to my mother whom without her love and support, this study could not have been possible

I dedicate this study to my father who loved me and supported me through out all my life

I dedicate this study to my beloved life partner my wife and to my son Abdullah

I dedicate this study to my beloved brothers who are still in the Israeli Jails, and I pray to Allah for their freedom

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Abstract

Palestinian pharmaceutical companies have increasingly come to understand the importance of customer Satisfaction & delight. It is widely understood, that it is far less costly to keep existing customers than it is to win new ones. A model that consisted of five critical satisfaction factors (Availability of service, Responsiveness of service, Reliability of service, completeness of service, and professionalism of service) was tested in relation to their effect on achieving the customer satisfaction & delight in the Palestinian pharmaceutical market.

Written questionnaire responses from 180 pharmacists who own and manage a pharmacy in Gaza strip were used. The questionnaire determined the ranking of the importance of the factors and gathered data on the characteristics of each factor. The research concluded that all five factors (Availability of service, Responsiveness of service, Reliability of service, completeness of service, and professionalism of service) were positively correlated (proportional mean = 76.56) with the overall customer satisfaction & delight with respect to all customers (pharmacists)

Results show that professionalism of service was ranked the most important among the five factors. Completeness of service received the lowest ranking among the factors. Availability of service, responsiveness of service, and reliability of service were in the middle of the importance ranking.

Descriptive statistics revealed that for the surveyed pharmacists from the five governorates, 53.7% procured most of their pharmaceutical needs from Jerusalem pharmaceuticals, 28% procured most of their pharmaceutical purchases from Dar El Shifaa, and 16.6% procured mostly from Beir Zeit.

ملخص الدراسة

وصلت شركات الأدوية الفلسطينية إلى قناعة بأهمية تحقيق رضا الزبائن و إيهاجهم، و ذلك بسبب أن تكلفة المحافظة على الزبون أقل بكثير من تكلفة جذب زبائن جدد. بناءً على ذلك تم إختبار نمـوذج مكـون مـن عناصر الرضا الرئيسئة (توفير الخدمة، التجاوب، الثقة، إكتمال الخدمة، و المهارة و المهنية) و أثرها علـى تحقيق حالة الرضا و الإبهاج لدى الصيادلة في قطاع غزة.

تهدف هذه الدراسة إلى التعرف على مستوى تأثير عوامل الرضا الأساسية (توفير الخدمة، التجاوب، الثقـة، إكتمال الخدمة، و المهارة و المهنية) على تحقيق حالة رضا الزبـائن و إيهـاجهم فـي الـسوق الـدوائي الفلسطيني في قطاع غزة .

وقد تكّون مجتمع الدراسـة من جميع صيدليات القطاع الخاص والبالغ عددهم (332) صيدلي، وقد استخدم الباحث طريقة العينة الطبقية العشوائية لإجراء الدراسة، وتم استرداد (180) استبانة كما واسـتخدم الباحث المنهج الوصفي التحليلي مستخدماً الاستبانة كأداة لجمع البيانات والمكونـة من ستة أجزاء.

وقد استخدم الباحث في معالجة البيانات إحصائياً كل من التكرارات والنـسب المئويـة والوسـط الحسابي واختبار ألفـا كرنباج، ومعامل الارتباط بيرسـون.

وقد خلصت الدراسـة إلى وجود ارتباط بين جميع العوامل (توفير الخدمة، التجاوب، الثقة، إكتمـال الخدمة، المهارة) و تحقيق حالة الرضا والإبهاج لدى الزبائن–الصيادلة (المتوسط النسبي = 76.56%)

كما خلصت الدراسـة إلى أن محور المهارة و المهنية تم تصنيفها الأكثر أهمية من بـين العوامـل الخمسة. و قد تم تصنيف محور إكتمال الخدمة الأقل أهمية .

كما و خلصت الدراسة من خلال الإحصاء الوصفي بأنه من العينة التي خضعت للإختبار ، 53.7% يشترون أغلب إحتياجاتهم الصيدلانية من شركة القدس للمستحضرات الطبية، 28% يشترون أغلب إحتياجاتهم الصيدلانية من شركة دار الشفاء للأدوية، و 16.6% يشترون أغلب إحتياجاتهم الصيدلانية من شركة بيرزيت للأدوية.

Chapter 1

Introduction

Chapter 1

1.1 Introduction

The size of the global pharmaceutical Market is around $550 billion in 2005 and it has been growing at a steady rate 12% annually in the last 10 years. The local Palestinian pharmaceutical market was estimated around $80 million in 2005, with a growth rate of 9% annually. In the pharmaceutical industry, it is extremely necessary for organizations to develop and maintain a close relationship with customers in order to gain knowledge of their needs and behavior. In order to gain a competitive advantage by offering more value to customers and achieving customer Satisfaction. (Hazboun, 2006)

Today's central problem facing businesses is not the shortage of goods but a shortage of customers. Most world industries can produce far more goods than the world's consumers can buy. If each company plans to increase its sales by 10% and the total market is growing only by 3%, what they can do to achieve their objectives. Should they spend more on marketing activities (advertising, offers, sales, promotional activities, market research, competitors analysis) or should they just spend more money on their sales force or maybe lower the price a little bit to sell more (Kotler, 2009).

Delivering quality to customers in a competitive market place dictates the need to continually enhance a customer's experience and satisfaction. However, evidence indicates that satisfying customers is not enough to retain them because even satisfied customers defect at a high rate in many industries. This suggests that businesses must strive for 100% or total customer satisfaction, and even delight to achieve the kind of customer retention they desire. (Schneider & Bowen, 1999)

Organizations of all types and sizes have increasingly come to understand the importance of customer satisfaction & delight. It is widely understood, that it is far less costly to keep existing customers than it is to win new ones. People notice and admire the success of Marks and Spencer, that was founded by Michael Marks in 1984, as a single market stall in Leeds. After Thomas Spencer joined the company in

1894 it was known as Marks and Spencer who achieved high rates of customer retention and repeat business without spending large sums on advertising or having the cheapest price. As a result it is becoming accepted that there is a strong link between customer satisfaction, customer retention, and profitability. Customer satisfaction & delight has therefore become the key operational goal for many organizations. They have invested heavily in improving performance in areas that make a strong contribution to customer Satisfaction & delight, such as quality and customer service. Loyalty schemes have proliferated in the retail sector and are now moving into business sector. Companies are investing in database marketing, Customer relationship management, and customer planning, to get closer to their customers. (Li, 2002)

Palestinian pharmaceutical companies are facing increasing challenges in order to reach the level of profitability that they had in previous years. The global trends in the pharmaceutical industry are moving towards:

➢ *Increased importance of biotechnology*: *Sales increases rose from $22 billion in 2000 to $44 billion 2004.(Ellis, 2002)*

➢ *The key role of generic drugs: An acceptable alternative to recognized medicines.*

➢ *Changing structure of the industry: From being consolidated vertical organizations to outsourcing model.*

➢ *The high cost of new drug development: Represented as a barrier for entry.*

➢ *The consolidation of big pharmaceuticals company through a series of mergers.*

➢ *The prominent role of regulatory approval agencies.*

➢ *Increased popularity of natural products.*

Consequently, changing the structure of the industry by shifting to outsource core functions and focusing on marketing and distribution forced pharmaceutical companies to find new core competencies within this new global value chain in order to be able to compete. (Hazboun, 2006)

1.2 Research Problem

The purpose of this research is to contribute to the literature by examining the impact of critical satisfaction factors in conjunction with satisfaction and delight of the customers' in the Palestinian pharmaceutical market. From this purpose the following research question was formulated.

What is the effect of the critical Satisfaction factors on achieving pharmacists' satisfaction & delight?

1.3 Hypothesis

1. The critical satisfaction factors have a significant effect on achieving customer satisfaction & delight.

    The following sub hypotheses stem from the first hypothesis:

    i. The Availability of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

    ii. The Responsiveness of pharmaceutical companies has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

    iii. Reliability of the pharmaceutical companies has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

    iv. The completeness of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

    v. Professionalism has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

2. There is a significant difference between the respondents toward the critical factors and customer satisfaction & delight due to personal traits (age, gender, experience, location).

1.4 Research Variables

* Independent Variables:

The Five critical Satisfaction Factors:

1. **Availability of Service**
2. **Responsiveness**
3. **Reliability**
4. **completeness of service**
5. **Professionalism**

*Dependent Variables: **Achieving Customer Satisfaction & delight**

The Palestinian pharmaceutical companies are:

1. Jerusalem pharmaceuticals (Al Quds)
2. Beir Zeit Pharmaceuticals
3. Pharma Care pharmaceuticals (Dar El Shefaa)
4. Mega-pharm pharmaceuticals (AL Shark Al Awsat)
5. Jordanian Chemical Lab Pharmaceuticals

1.5 Research Objectives

This research seeks to address the following objectives:

1. Identify the critical factors affecting customer's satisfaction & delight in the Palestinian pharmaceutical market.
2. Determine the relationship between the factors and customer satisfaction & delight.
3. Determine the different importance levels of factors related to customer satisfaction & delight in the pharmaceutical market.
4. Suggest suitable recommendations for improving the customer care based on the study results.

1.6 Importance

This is a new study that is being conducted in the Palestinian pharmaceutical market, and its result will provide assistance for local pharmaceutical companies to better satisfy their customers and satisfy their needs more efficiently.

The study will provide a real life context for the theory under study, which will provide a baseline for decision makers, and may help them in formulating business policies, and improve their performance, by deciding how much to invest in marketing activities.

Chapter 2

Literature Review

&

Previous Studies

Chapter 2
Literature Review

Introduction

Marketing has been defined as an organizational function and a set of processes for creating, communicating, and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders. The traditional view of marketing is that a firm makes something, and then sells it. This view will not work in economies where people face abundant choices; where the market is splintering into numerous micro markets, each with its own wants, perceptions, preferences, and buying criteria. The smart competitor must design and deliver offerings for well defined target markets, and companies should see themselves as a value delivering process. (Kotler 2009)

2.1 Customer Satisfaction

Satisfaction is derived from the Latin *satis* (enough) *and facere* (to do or make). Thus, satisfying products and services have the capacity to provide what is being sought to the point of being "enough." Two related words are *satiation,* which loosely means enough up to the point of excess, and *satiety,* which can mean a surfeit or too much of enough, as if to say that too much is necessarily undesirable. These terms illustrate the point that satisfaction implies a filling or fulfillment. More recent interpretations in the consumer domain, however, allow for a greater range of favorable (and unfavorable) responses than mere fulfillment. Fulfillment implies that a satiation level is known, as in the basic needs of food and water. However, observers of human behavior understand that each of these need levels can be and frequently is exceeded in various ways. Clearly defining and understanding customer satisfaction can help any company identify opportunities for product and service innovation and also serve as a basis for performance appraisal and reward systems. It can also serve as the basis for a customer satisfaction surveying program that can ensure that quality improvement efforts are properly focused on issues that are most important to the customer. Customer satisfaction has become the key operational goal for many

organizations. They have invested heavily in improving performance in areas that make a strong contribution to a customer satisfaction. Companies are investing in 'database marketing', 'Customer relationship management', and customer planning in order to get closer to their customers and satisfying them in order to finally achieve "Customer Satisfaction". (LI 2002)

The link between customer satisfaction and company success has historically been a matter of faith, and numerous satisfaction studies have also supported the case. Customer satisfaction has always been considered an essential business goal because it was assumed that satisfied customers would buy more. Customer satisfaction is often defined in the marketing literature as a customer's overall evaluation of his or her purchase and consumption experience of a good or service. In addition, perceived service quality refers to consumer's judgment about the performance of product or service. Customer satisfaction is critically important because it reflects subjective customer evaluations of the attribute performance associated with the consumption experience. (Namkung 2008)

The importance of both customer satisfaction to service providers has received considerable attention in the marketing literature in recent years. It has been associated with positive customer relational outcomes such as increased customer retention, market shares, and profitability. Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date. Research has shown that customer satisfaction also has a significant affective component, which is created through repeated product or service usage. Customer satisfaction is commonly considered a prerequisite of customer retention and loyalty, as well as increased profitability and market share. Customer satisfaction has been operationalized as both a single item and a multiple item scale. Cronin et al. measured customer satisfaction as a one-item scale that asks for the customer's overall feeling towards an organization. Other research has emphasized the multi-facet nature of customer satisfaction and has used multiple item scales to measure customer satisfaction. (Meng 2009)

An intensely competitive global marketplace is driving a quest for excellence through improved quality practices, however many quality initiatives have failed because they focus on financial returns instead of customer satisfaction, part of the problem may be the lack of a universally-accepted, satisfaction-based definition of quality. Customers are assets and create value for all types of organizations. Organizations should consider the lifetime value of the customer in terms of acquisition versus retention costs, increased purchasing levels over time, and the benefits of positive word-of-mouth advertising. It costs five times more to acquire a new customer than to retain an existing one. Loyalty has more impact on a company's profits than "scale, market share, unit costs, and many other factors usually associated with competitive advantage. As a customer's relationship with the company lengthens, profits rise. And not just a little. Companies can boost profits by almost 100 percent by retaining just 5 percent more of their customers". Customer spending levels increase the longer the customer stayed with the organization, while dissatisfied customers tell 8 to 20 other people and that satisfied customers tell 3 to 5. Loyalty and retention, driven by customer satisfaction, are critical factors in organizational success. Dubrovski wrote that the consumer satisfaction category has the main position in marketing theory and is based on the premise that the profit is made through the process of satisfaction of consumers' demands, i.e. achievement of their satisfaction. Researchers continually confirm a significant correlation between satisfaction and repeated buying, greater brand loyalty and spreading a positive opinion of the product. A model of consumers' buying decisions was introduced as consisting of five consecutive phases:1) product perceiving phase (offered product with all producer's factors of competitiveness from the consumer's point of view); 2) value estimation phase (weighting benefits and sacrifices); 3) comparing the values of different products and decision-making phase (comparing alternative options); 4) action phase (realization of the decision); 5) and consumer's state of mind after buying action phase (satisfaction with the product). There are several aspects that should be taken into consideration from the producer's (seller's) point of view in order to implement successfully the concept of customer satisfaction. Customer satisfaction is a primary principle of quality philosophies and quality management tools. (Wicks 2009)

Improving customer relationships and increasing their loyalty isn't simply about managing interaction with customers better or targeting them better. It is about serving them in a fundamentally improved way. This generally requires changes outside the sales and marketing area, in order to redefine the customers experience with the organization in some meaningful way. (Calhoun 2001) Companies spend millions developing customer relationship management databases and programs which are designed to capture transactional information, which is related to sales and distribution of products from manufacturers to customers. These tools can tell you what customers have bought, when they bought it and how much they spent. But it does not measure customer attitudes toward the company and how changes in those attitudes can affect the buyers' behavior on the long term. Delivering Quality to customers in a competitive marketplace dictates the need to continually enhance a customer's experience and satisfaction. However, Satisfying customers is not enough to retain them because even satisfied customers defect at a high rate in many industries. Customers Behavior is mainly shaped by their needs and expectations. The desired outcome of expectations is getting what one anticipates from a service encounter as a consumer. Needs focus on obtaining what one seeks from life as a person, therefore the firm should understand that people strive to satisfy core needs in life at a level more fundamental and compelling than meeting their expectations as consumers. Most Customers range from being moderately satisfied to moderately dissatisfied, which means that most customer are essentially ambivalent in their loyalty to a particular business. These customers would likely defect in the presence of even a modest motivator; such as getting a better price, finding a more convenient store location. (Schneider 1999) To measure this you need market research information that provides understanding of customer satisfaction and loyalty, and how these relate to the customer purchase process. (Large 2003)

The growing competition and highly stressed profits have brought the customer satisfaction to the center of the focus. It has become very important for companies to retain their existing customer base as well as to enlarge the same. Customers are the core focus of any organization and thus of prime importance to the marketers. It is important for the service providers to know the level of customer expectations so that they can meet and even exceed them to gain maximum customer satisfaction & Delight. Hence understanding customer expectations is a prerequisite for delivering

superior service. Customers' perception of service quality influences the consumer behavior and intention. Organizations can provide the best services to their utmost capabilities but if the customer does not perceive them to be of quality, all is in vain. Thus it is very essential for the service provider to understand how customers can perceive the service as quality service and carry a euphoric feeling. It is the task of the marketing people to understand the factors affecting customer perception, elements of service quality and satisfaction to have a competitive edge and to create a perceptual difference. If all these are considered and then the service provider targets the customers with a total service experience, the customer perceives the service as quality service and spreads positive word of mouth. Thus perception is one of the factors affecting customer satisfaction. Customers seek organizations that are service loyal i.e. aim to provide consistent and superior quality of service for present and long term and organizations aiming for this are bound to get customers' loyalty (Dutti 2009)

Satisfaction arises when consumers compare their perceptions of the performance of a product or service to both their desires and expectations. This comparison process produces not only feelings of satisfaction with the product or service, but also feelings of satisfaction with the information (often supplied by marketers in such forms as advertising, package information, and salesperson communications) on which their expectations are based. Both types of satisfaction are seen as having an important impact on overall feelings of satisfaction with the product or service experience. Marketers often provide consumers with a wealth of information about their products or services through advertising, personal selling, package information, and so on, which influences consumer expectations and about which consumers sometimes have strong feelings (especially when they feel they have been misled). For example, if an advertisement or salesperson falsely leads consumers to expect performance above the desired level of performance, and the product subsequently performs at the desired level but fails to meet their inflated expectations, it is likely that consumers will be less satisfied with their overall experiences with the product than if they had not been misled, in this situation their overall feelings of satisfaction or dissatisfaction depend as much on their dissatisfaction with the information they received about the product as on their satisfaction with the product itself. Thus consumers evaluate the information provided, as well as the product outcome, in determining their overall level of satisfaction. (Spreng 1996) Satisfaction itself can refer to a number of different

facets of the relationship with the customer, For example, it can refer to satisfaction with the quality of a particular product or service, satisfaction with an ongoing business relationship, satisfaction with the price/performance ratio of a product or service, satisfaction because a product/service met a customer's expectations. Each industry could add to this list depending on the nature of the business and the specific relationship with the customer. Customer satisfaction measurement variables will differ depending on what type of satisfaction is being researched. For example, typically manufacturers are most desirous of on-time delivery and adherence to specifications, so measures of satisfaction taken by suppliers should focus on these critical variables. On the other hand, satisfaction for retailers often depends on having the goods arrive prepackaged for appropriate display. For example, many clothes now arrive at retailers pre-hung, tagged, and arranged by size. Measures of retailer satisfaction with a supplier should include satisfaction regarding this service as well as with the design and construction of the clothes. Consumers can be satisfied or dissatisfied with the level of satisfaction received. Today's consumers desire more "satisfaction" from their satisfaction, suggesting that current levels of consumer satisfaction may be dissatisfying at a higher level of abstraction. This duality of meaning is one of the intriguing aspects of satisfaction and makes definition difficult. Everyone knows what *satisfaction* is, until asked to give a definition. Then it seems, nobody knows.   A "good" definition of satisfaction would have to generalize to satisfaction with individual elements of product or service delivery, final outcome satisfaction, and satisfaction with satisfaction. The definitions in the preceding list are a worthy start, as they acknowledge psychological processes used by consumers in satisfaction judgments. They fail, however, to specify what the consumer's summary judgment, described variously as an *evaluation, a. summary state,* and a *response to the evaluation*. It is as if this final judgment defied definition Oliver offered the following definition as being consistent with the theoretical and empirical evidence to date: *"Satisfaction* is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) *a. pleasurable* level of consumption-related fulfillment, including levels of under- or over-fulfillment." Here, *pleasurable* implies that fulfillment gives or increases pleasure, or reduces pain, as when a problem in life is solved. Thus, individuals can be satisfied just to get back to normalcy or neutrality, as in the removal of an aversive state (e.g., pain relief). Moreover, fulfillment need not be constrained to the case of met needs. Over

fulfillment can be satisfying if it provides additional unexpected pleasure; and under fulfillment can be satisfying if it gives greater pleasure than anticipated in a given situation. These examples illustrate the need to more fully understand the satisfaction process and how it evolves, maintains, and concludes. Satisfaction has been explained with reference to *fulfillment* as if this latter concept were more basic. In like manner, the notion of fulfillment requires further elaboration. More specifically, it implies that a goal exists, something to be filled. Thus, fulfillment (and satisfaction, as explained later) can only be judged with reference to a standard. The standard forms the basis for comparison. This raises a very important point. A fulfillment, and hence a satisfaction judgment, involves at the minimum two stimuli—an outcome and a comparison referent. This explains why consumers can be satisfied with the level of satisfaction received. Defining satisfaction in terms of pleasurable fulfillment explains types of consumption in which apparently nothing of tangible value is received. For example, altruistic "purchasing" such as donating to charity, volunteerism, and even a willingness to pay taxes is very common. What is so satisfying about these activities? They are undertaken to purchase "moral satisfaction." In terms of the definition of satisfaction presented here, moral satisfaction derives from the fulfillment of a moral obligation, which gives pleasure. The reason that so many individuals find taxation dissatisfying is that, to them, the fulfillment of this obligation is *unpleasant.* This illustrates the point that the pleasurable ness of the fulfillment response is essential to the satisfaction definition. (Oliver 1997)

2.1.1. Customer perceived value

Customer perceived value has received increased attention as companies attempt to differentiate their product or service and build customer loyalty in an increasingly crowded marketplace. The consumer's expectations about the value contained in the service have also been found to be related to overall perceptions of quality. **Perceived Quality** is the consumer's perceptions of the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied requirements, while **Perceived Satisfaction** A consumer's fulfillment response. "A judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption related fulfillment, including levels of under-or-over fulfillment". **Perceived Value** is a judgment comparing what was received (e.g.

performance) to the acquisition costs (e.g., financial, psychological, effort).(Shank 2002)

2.1.2 Met Expectations model

This model assumes that customers have specific expectations about their interaction with a firm and, by meeting those expectations, the firm can satisfy the customer. Customer satisfaction models are quite complex. For example some models differentiate between perceptions of quality and customer satisfaction, and others use various approaches to assess "expectations" (what should be, what is ideal, or what is realistically expected). All focus on satisfying the customer's expectations of attributes being delivered. The met expectations model extends somewhat into arena of customer delight by exceeding the customers expectations which will lead to a state of delight. For example if a dry cleaning customer is treated to free service in reward for loyal patronage, delight results primarily because the customer had predicted the need to pay. (Schneider 1999)

Expectations have two components: a probability of occurrence (e.g., the likelihood that a clerk will be available to wait on customers) and an evaluation of the occurrence (e.g., the degree to which the clerk's attention is desirable or undesirable, good or bad, etc.). Both are necessary because it is not at all clear that some attributes (clerks, in our example) are *desired* by all shoppers. people with identical estimates of the likelihood that a clerk will be available to wait on them may rate differently this type of evaluative expectations measure, because some might want a clerk to wait on them or think a clerk should wait on customers as they enter a store, whereas others might not want a clerk to wait on them or think clerks should not approach customers until they are asked for help. The only way to gain a clear understanding of the impact of expectations on satisfaction is to avoid confounding *predictive expectations* (what a person believes is likely to happen in the future) with judgments that implicitly require the use of several possible standards of comparison (e.g., desires, industry norms, equity, best brand). To do otherwise may result in biased estimates of the impact of expectations on satisfaction and may even help explain why the estimates of the impact of expectations on satisfaction found in the literature vary so widely. Expectations are beliefs about the likelihood that a product is associated with certain

attributes, benefits, or outcomes, whereas desires are evaluations of the extent to which those attributes, benefits, or outcomes lead to the attainment of a person's values. Expectations are future-oriented and relatively malleable. (Spreng 1996)

Organizations generally lose clients to competitors because they die, they move away, they develop new friendships with a competitor, they find lower prices, they are dissatisfied with the product or service or the company was indifferent to them. Some clients leave because they feel they were neglected. So the important question is how do you build better rapport? Tim Harstar wrote an article summarizing the necessary communication skills and the ways to make it more comfortable for clients to express their concerns. *1. Be prepared.* First, know exactly what you want to accomplish with an engagement. How many times have you walked into a situation thinking that you could simply "wing it?", but clients can see when you are not prepared for a meeting. If you really want to help your clients solve their problems be focused. Set out the objectives for your meetings. Know what you want to accomplish. When you are better prepared earlier in the process, you'll come across as more self-assured, and that is what a client wants in an adviser. *2. Learn to listen.* people listen sooner, better and longer when you speak to their needs first. Considering only your own perspective when speaking with your client will create a negative first impression that's hard to overcome. First ask your client what his or her concerns are. Find out what clients want and make them comfortable by letting them know you heard what they have to say. Try to be an "80/20" listener— listen 80% of the time and talk only 20% of the time. Listen carefully for information you need to help them solve their problems or change their way of thinking. Try to be a business therapist—one who listens intently and empathetically to discover the client's real concerns and needs. When you give your clients a chance to express themselves fully without judgment or interruption, you've created a level of comfort. If clients feel you are genuinely concerned about their needs, they'll open up and tell you what they want. *3. Be reliable.* Make sure your clients can depend on you. This means doing what you said you were going to do and when you said you were going to do it. Be on time and do it right the first time. The number of repeat clients will rise with the consistency of your service. It takes a lot of positive service incidents to make up for one negative incident, such as a delayed return phone call. Getting back to your clients quickly proves they can rely on you, and reliability is one of the most important elements of good client relations. *4.*

Be credible. When clients use your accounting services they want to be free from risk or doubt and they want confidentiality. When you are credible your clients feel comfortable dealing with you as both a person and as a professional. Credibility can be lost in a matter of seconds by saying or doing the wrong thing. Credibility means that you always perform your work with integrity, that you know exactly what your plan is and that the client is going to get what he or she expects from you. People don't want to deal with someone they don't trust. ***5. Be professional.*** Physical appearance, both in your person and in your organization, speaks volumes about who you are and how you relate to clients. For example, a disorganized or untidy office is likely to leave a bad impression with your clients. You need to project a professional image. Impress them as soon as they walk into your office. Make sure the lobby looks professional and presentable. More important, be sure that the first person they meet when they walk through the door—often a secretary or receptionist—is polished and polite. Remember, perception is reality. ***6. Be responsive.*** Be accessible and willing to help clients whenever they have a problem. When you are with clients you need to make each one feel as if he or she is the only client you have. Keep clients informed and provide services as soon as possible. Let them know the best time and place to reach you. Also, tell the person who answers the phone to take complete messages and give callers a time when they can expect a return call. Once you start providing better client service, you can never go back—the client will always expect it. So be prepared to deliver exceptional service all the time, and look for ways to go beyond what you are doing now. When you do this, you set your self apart from your competition in your client's eyes. ***7. Be understanding.*** Every individual wants to be treated in a special way and, particularly, they want to be understood. Every one of us has his own unique personal needs. As long as you continue to treat your clients as special people and demonstrate you understand their personal needs, they will continue to do business with you. (Harstar 1998)

If a company has satisfied and loyal customer, they are called "angels" because they not only keep coming to the company for more business and service, but also refer their families, friends, and others to the company because of their positive experiences. Fred Reichheld, the author of 'The loyalty Effect' says that increasing

customer retention rates by 5 percent, companies can improve their profits by 25-125 percent depending on the type of the industry. The next types of customers are ones that are satisfied, but not loyal, they are called 'mercenaries'. They will freely switch from one company to another because they do not feel any sense of loyalty to the company. For example, filling petrol from many stations but not feeling particularly loyal to anyone. The next type of customers is dissatisfied but loyal, also called 'Hostages' they are customers who buy a product such as an expensive high tech system or software find that they are trapped at the mercy of the service organizations of these companies. Such customers are trapped in the sense that it is expensive to switch to other companies, and therefore keep purchasing from the same company. (Chennai 2007)

2.1.3. The BUSQUAL Model of B2B Buyer Behavior (Morley 2004)

Part of this work involved the development of a model that describes the effect of a customer's expectations and perceptions of performance on the action he or she will take following a single transaction or the series of service encounters. The BUSQUAL model demonstrates that customers can, for various reasons, follow several courses of action at the conclusion of a service encounter. The objective of the service provider is to retain customers that meet its prescribed standards. However, the service provider can influence the customer's ultimate actions at both the expectations and performance points in the model. Managing the customer's expectations becomes an important task for the service provider and the service performance must be at a sufficiently high level to meet or exceed these expectations. Knowing the function of the various dimensions of service quality allows the service provider to craft its service in order to both manage the customer's expectations and the customer's perceptions of service performance. (Morley 2004)

At the pre-purchase, consumption, and post-purchase phases of a service acquisition, the customer will have certain expectations based on various dimensions of service quality. These expectations are measures of expected service quality and are based on prior experience, input from other customers, or a general knowledge of what one

should expect of this service, this particular service provider, or this service category generally. The dimensions of service quality used in the study are discussed elsewhere: credibility, security, access, communication, understanding the customer, intangibles, reliability, responsiveness, competence, and courtesy. Also, the customer has an overall level of expectation of the service and the service provider. When the service has been received, and external service value is being assessed, the customer will have some perception of the quality of service received, the perceived performance. The customer will sub-consciously compare the prior expectations with the perceived performance and decide whether the expectations were met or not met. Also, the customer will determine the importance or salience of each of the quality dimensions, in effect providing a weighting to each of the service quality dimensions. (Morely 2004)

Figure 2-1 the satisfaction/dissatisfaction model of B2B buyer behavior

BUSQUAL – THE SATISFACTION/DISSATISFACTION MODEL OF BUSINESS-TO-BUSINESS (B2B) BUYER BEHAVIOUR
(Morley 2004)

Internal Service Quality (Prepurchase, Consumption, Post-Purchase)

Credibility
Security
Access
Communication
Understanding
Tangibles
Reliability
Responsiveness
Competence
Courtesy
Overall

Customer Expectations

Positive Disconfirmation of Expectations

Satisfaction Positive (P-E)

Satisfied Customer

Praise
Continue
Repurchase
Incr. Purch.
Relationship
Loyalty
Incr. Price Tol.
Positive W.O.M.
Annuity
"Good" Customer

Comparison

Action

Importance (Salience)

Recovery Process Implemented

Outcome Decision

Dissatisfied Customer

Complain
Cease Purch.
Reduce Purch.
Transaction Only
No Loyalty
Decr. Price Tol.
Seek Discounts
Negative W.O.M.
Defect
"Bad" Customer

External Service Value (Prepurchase, Consumption, Post-Purchase)

Credibility
Security
Access
Communication
Understanding
Tangibles
Reliability
Responsiveness
Competence
Courtesy
Overall

Perceived Performance

Negative Disconfirmation of Expectations

Dissatisfaction Negative (P-E)

No Action

Continue as Customer

Confirmation of Expectations

Neutral State (P-E)=0

Undecided Unconcerned

May Stay
May Defect

Morley, Roy (2004) **Customer based antecedents of satisfaction and dissatisfaction in business to business service** PHD dissertation, University of Western Ontario, Canada.

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If his or her expectations are met or exceeded, this constitutes a positive disconfirmation that leads to the customer's satisfaction. Alternatively, if the expectations were not met, this constitutes a negative disconfirmation that leads to the customer's dissatisfaction. There is also a third situation, a confirmation, where the customer is left in a neutral state, neither satisfied nor dissatisfied. In the case of a negative disconfirmation of expectations, the service provider may implement a recovery process. If successful, this may lead to the customer's satisfaction. The customer's subsequent actions will be based upon whether there is a positive or negative disconfirmation and whether the recovery process was successful or not. At the outcome or decision stage, the customer may be satisfied, dissatisfied, in a neutral state, undecided or unconcerned. The satisfied customer may praise the service provider, may continue to purchase the service, may increase the volume of purchases, may develop an improved relationship with the service provider, and may engage in positive word of mouth. The dissatisfied customer may complain, cease or reduce purchases, have decreased price tolerance and seek discounts, engage in negative word-of-mouth, or may switch to an alternative service provider. Some customers, both from the satisfied group and dissatisfied group, may take no action and simply continue as a customer of the service provider. Those members of the undecided and unconcerned group may stay as customers or may defect. (Morely 2004)

Oliver makes the point that the customer satisfaction concept in modern consumption is not limited to mere satiation. In fact, it can be argued that consumers would be dissatisfied if products and services delivered only basic needs or requirements, particularly if levels of essential need fulfillment are not all that exciting. For example, restaurants can provide service that is essentially palatable, nutritional, and courteous. However, consumers would find little of exceptional value in this level of service. Competitors could attract customers by adding exciting "frills" such as unusual decorum and entertainment. (Oliver 1997)

There are at least two different conceptualizations of customer satisfaction: transaction-specific; and cumulative. From a transaction-specific perspective, customer satisfaction is

viewed as a post-choice evaluative judgment of a specific purchase occasion. In contrast, cumulative customer satisfaction is an overall evaluation based on the total purchase and consumption experiences with a product or service over time, which is a more fundamental indicator of the firm's past, present and future performance. Cumulative customer satisfaction motivates a firm's investment in customer satisfaction. As with brand loyalty, customer satisfaction is also influenced by customer value, and it exerts an effect on customer behavior. Customer value contributes to an improvement in satisfaction, and customer satisfaction is a consequence of customer-perceived value. Customer satisfaction is usually perceived to be a key indicator of a firm's market share and profitability, and an important indicator of a firm's overall financial health. A satisfied customer will show a strong tendency to be loyal and repeat the purchase of the goods or services, and thus increase a firm's market share and profits, which signifies its significance to successful competition in customer-centered era. Furthermore, it is likely that a satisfied customer will spread positive word of mouth among his or her acquaintances. (Yonggui 2004)

2.2 Customer Delight

Customer satisfaction has been linked to a number of important outcomes, including increased market share, profitability, customer retention and loyalty, purchase intentions, usage rates, and the benefits associated with positive word-of-mouth effects. As a result, firms have made significant financial and human resource investments into the measurement and analysis of customer satisfaction and its subsequent improvement. However, while evidence of the value of customer satisfaction continues to accumulate, firms are increasingly having difficulty connecting satisfaction efforts to the ''bottom line'', in fact many customers who switch are often satisfied with their prior brand experience. Customers expect to be satisfied in today's marketplace and simply meeting those expectations is insufficient. In other words, customers are satisfied when the company can avoid problems (i.e., the ''zero defects'' mentality), but to keep customers for the long-run, companies must do more. ''Doing more'' suggests the generation of higher levels of emotion than those associated with mere satisfaction evaluations, and the

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growing belief among many executives is that customers exposed to unexpected, pleasant experiences—those experiences which are delightful—are far more likely to develop into long-term loyal followers. Hence, creating delighted customers clearly requires new approaches to customer management than more traditional satisfaction-building efforts can offer. Customer delight has been thought to be key to true customer loyalty and loyalty-driven profits, but it still remains largely unexplored in academic research. Therefore, before delight can be properly linked to the bottom line, it is imperative that retailers understand the causes of such experiences. (Arnold & Reynolds 2005)

In today's intensely competitive marketplace, it has become important for managers to find ways to differentiate their products from the competition, increase their customer retention rates and improve their brands' survival rates. Until recently, it was believed that the best way of retaining an existing customer was to ensure that s/he was satisfied with the consumption experience. However, it is reported that in most businesses, 60% to 80% of customers who reported they were satisfied with a brand switched brands before the next satisfaction survey. This suggests two possibilities: (1) in the time period between two satisfaction measurements, changes occurred which led to customers switching brands, and/or, (2) that current satisfaction measures are inadequate predictors of brand loyalty, customer retention, and survival rates. An increasing number of practitioners now believe that it is not enough to satisfy customers by meeting their expectations; instead they feel that the goal of companies should be to go a step further and offer the customers something beyond their expectations. In addition, marketers are beginning to believe that to be able to get and retain customers, firms must offer them a product or service that does not simply meet their needs but also evokes an emotional response in them by having desirable features that the consumer did not expect to find in the product/service. Marketers are using the word "delight" to label this emotional response of the consumer that has been evoked by the product. Managers believe that delighting a customer could lead to stronger brand attitudes, greater resistance to persuasive attempts by competition, increased brand loyalty, and more favorable word-of-mouth communication than if the customer were not delighted. (Kummar 1996)

Many business practitioners have addressed the importance of delighting the customer as an extension of providing basic satisfaction. Yet the concept of customer delight has not been given a clear behavioral foundation, and the antecedents and consequences of customer delight, when manifest in specific service contexts, have not been empirically explored. Unexpected high levels of satisfaction or performance initiate an arousal => pleasure (positive affect) => delight sequence. Delight is a combined result of pleasure and arousal. Satisfaction, acting in parallel with delight, was strongly related to pleasure and disconfirmation and had a clear effect on behavioral intention; the effect of delight on intention, however, appears to be moderated by the service context. Along with the growth of the service sector, there has also been an increasing realization that service is important in the goods sector as well.

Manufacturers realize that their real purpose is serving customers, and the physical product is just one part of the overall service. In fact, it can easily be argued that all organizations provide service, although most organizations do not provide a physical product. This concern for service and its delivery has led to the development of service quality measures. Customer delight is a strong, positive, emotional reaction to a product or service. The key word is emotion. It is dependent on emotion in the consumer's response to consumption and begs the question of what emotions are necessary for delight to occur. (Oliver 1997)

Customer delight is defined as an emotion, characterized by high levels of joy and surprise, felt by a customer towards a company or its offering (product / service). (Kumar 1996)

Customer delight is the reaction of customers when they receive a service or product that not only satisfies, but provides unexpected value or unanticipated satisfaction. (Oliver 1997)

When performance equals expectation there is comfort; but when performance exceeds expectation delight is experienced. (Chennai 2007)

If you constantly exceed customer expectations you are achieving customer delight; one of the Holy Grails of marketing in a commercial climate characterized by lack of trust and loyalty. Delighted customers keep coming back for more and tell their friends about you. Such advocates can become fans, and do your marketing for you. (Simms 2005) *"Satisfied customers keep a business afloat while delighted customers make it grow by leaps and bounds" (Chennai 2007)* Customer satisfaction is largely a static process that focuses on today and deals with known circumstances and known variables. Providing customer delight is a dynamic, forward-looking process that takes place primarily in the unknown environment....going beyond satisfaction to customer delight will provide a distinct advantage to the company that does it first and does it well consistently. Customer delight is fundamentally different from customer satisfaction; it focuses on what is currently unknown or unexpected by the customer. The implication is that, while satisfaction may be induced by avoiding problems (the "zero defects" strategy), delight requires more. As the executive in charge of AMP Canada's quality program says, "Although the elimination of defects is critical to continuing customer satisfaction, increased productivity, and decreased costs, it is customer delight that is the key to survival in today's markets". (Oliver 1997)

Delight is viewed as an emotion that is characterized by high levels of joy and surprise. Emotions tend to be stimulus specific and hence one may be delighted with oneself, with somebody else, or with any object. For example, customers may feel delighted with a company or a company's employees or a company's offerings. However, the favorable consequences which firms expect to get by delighting customers will occur only if the customer connects the object of delight with the company or it's offering, e.g. customers delighted by a firm's employee showing concern for them will feel delighted with the company only if they believe that employees of this company care for the customers; if the customers think that they were lucky to have encountered an employee who cared for

customers, then they will be delighted with the employee but it may not translate into positive consequences for the company. Thus, the construct of interest in this study is customer delight that is focused towards the company (Kumar 1996) The recipe to success is to consistently deliver a differentiated experience designed to satisfy the intentions and preferences of your target buyers- a step that can only be accomplished with a deep understanding of the customer base and market; distinctive capabilities that enable a company to execute on the basis of customer insight; and the processes and systems to enable high performance. Customers have distinct values, preferences, and intentions, which often vary significantly across geographies. But with these variables taken into account, doing a detailed analysis of individual customer segments enables companies to create services, products, and offers that are truly relevant to most valuable segments. Organizations then deliver this experience using a synchronized approach across marketing, sales, and service, and supported by a supply chain that readily adapts to changing opportunities and customer requirements. (Driggs 2008)

The market place is demanding more and more, and service leader are moving beyond quality to a level service excellence. Executives are extending their corporate aspirations from "delivering on promise" to "exceeding customer expectations. Service excellence addresses customer delight through face to face interactions and looks for ways to make the customer feel special. This special feeling is created through: pleasant surprises; unique actions or approach to service that competitors are unwilling to duplicate; attention to details and; adjusting service based on cues from customers. The essence of service excellence is to delight the customer and exceed his expectations. Service excellence concentrates on listening, empowerment, innovation, and making customers and employee's part of the action.

- Listen to their customers
- Actively solicit feed back and respond rapidly to customers
- Reducing the time between request and delivery
- Eliminating variables that cause errors
- Keeping the process simple for the customer

- Creating a climate were continual improvement can flourish

- Ensuring there are friendly employees available to serve customers

- Keeping promises and commitments. Companies need to keep promises, especially when time is the issue: people don't want to wait when they have a reservation or a specific time commitment.

- Flexibility in dealing with unusual requests

- Help when needed

- Friendliness. Companies shouldn't lie to customers.

- Politeness. Companies should treat people courteously and respectfully. (Madsen 1993)

2.2.1 Delight vs. Satisfaction

The difference between delight and satisfaction can be illustrated by considering an analogy from chemistry - the difference between ice, water, and steam. At the molecular level, ice, water and steam are all made up of the same elements - two atoms of hydrogen and one atom of oxygen. However, the properties and not just the physical form changes as one goes from the state of ice to water to steam. Similarly, the emotions of delight, joy, and contentment have something in common between them at a molecular or root level, i.e., all three are positively emotions. Thus at the root level we can say that the presence of any of these emotions suggests that one is feeling good or happy about some outcome just as the presence of ice, water, or steam suggests the presence of two atoms of hydrogen and one atom of oxygen. The manner in which the hydrogen and oxygen combine (i.e., whether under high pressure or at very low temperatures, etc.) can determine whether the combination results in ice, water, or steam. Similarly, the manner in which the positive outcome is produced can determine whether the positive affect experienced will result in delight, joy, or contentment. A delighted customer, unlike other satisfied customers, would dwell on the satisfaction (or success) provided by the product. This goes a long way in overcoming the problem pointed out by Leavitt that customers tend to focus only on the failures of a product and not on its success (or ability to satisfy). Delight and satisfaction also differ in terms of their antecedents and the process by which

they are formed. There is an element of surprise in delight, which suggests that-either the consumer could not have had any prior expectations about the event that caused the surprise or there was a significant discrepancy between the consumer's prior expectations and the actual event which led the consumer to label the event as surprising. It is important to note that the event will be surprising to the consumer only if it is unexpected even in retrospect because people have a tendency to exaggerate their foresight for an event after the event occurs. (Kumar 1996)

How can a firm act in order to achieve customers delight? First the firm needs accurate data on its customer's expectations – experience based expectations, rather than ideal or normative expectations. Eliciting surprise requires a firm to know what its customers predict about the outcome of their next exchange with the firm. Delight is delivered when a firm provides a surprising, positive departure from expectations. But meeting expectations on the basis of reliability of performance does not improve loyalty beyond a certain point; the firm then must meet expectations related to responsiveness and professionalism to enhance loyalty. Fulfilling expectations to promote delight is a dynamic rather than static construct – expectation levels are always ratcheting upward. (Schneider 1999)

There is an example about a bank executive who got a scratch on the hood of his new car and went to a body shop to have it fixed. The Service people were very courteous as he remembered and they even gave him a ride back to his work and back to the shop when his car was ready. But the problem was the car was painted in a different color. The service people were very apologetic and they gave another ride in the courtesy van. The second time, the car was painted in the right color but there was a swirl pattern in the paint. The employees were apologetic again and pleasant, and after a third try the car presentable. This was a case of excellent customer relations but bad service. Although the employees tried to minimize the problem as much as they could through their positive attitude, but the bottom line is that this repair shop lost a customer, because he will never come back. (Lunt 1992)

In that example there is a failure in process and it was the managers attitude (to avoid the customers complaint) and the organizations policy (empowering the manager) that turned what was a disaster in to an acceptable situation, but that had a price tag, firstly the cost of re-doing the paint job two times more, secondly the bad publicity of being shown up as inefficient at first. *The act of the manager was an instance of good service recovery, which is not a substitute of good service delivery.* The manager had failed to ensure proper performance of process but had compensated that with the free rides, apology and redoing the job until it is accomplished in the right way. (Chennai 2007) Poor service results from poor selection of employees, lack of training, service process failures, or misalignment of incentives, and more generally gaps on organizational knowledge and perceptions. (Gerstner & Libai 2006) The important thing is to strive for continuous quality improvement, because focusing on quality by improving both management and technical systems will make a difference by reducing customer turnover, errors, which will eventually lead to Delight. (Madsen 1993) The emotion of delight is evoked in the customer when s/he receives an unexpected benefit from the product or service. This benefit may be provided by a specific attribute or aspect of the product/service. It is proposed that since this delight evoking aspect of the product/service was unexpected, it will be recalled better than other aspects which were less unexpected. (Kumar 1996) Customer satisfaction is lower after a service failure followed by an appropriate, even high-performance recovery, than in the case of error-free performance. Companies are viewed in a much better light by the customer when service failures are avoided altogether, that is, the service is provided correctly in the first place, with perceived performance meeting or exceeding the expectations of the customer. Service failure with a superior recovery does not provide the same level of satisfaction as doing it right the first time. (Morely 2004)

Focusing on customer delight and outrage – emotions more intense than satisfaction or dissatisfaction- may lead to better understanding of the dynamics of customer emotions and their effect on the customer behavior and loyalty, which includes actively choosing to purchase exclusively from one business and offering word of mouth, support or solicited advocacy of service business. A delighted customer is likely to become a loyal "apostle"

for the firm's good service. Having experienced the firm's superior service, an "apostle" has faith in the firm and will spread the good word through unsolicited advocacy especially if the firm was successful in fulfilling his desires. (Schneider 1999) *Desires* are the levels of attributes and benefits that a consumer believes will lead to or are associated with higher-level values. Only at this concrete level are desires directly comparable to perceived performance. Implicitly or explicitly, people judge the extent to which a product contributes to the attainment of their desired end-states by examining the extent to which the product produces consequences or outcomes or provides attributes or benefits that they believe will be instrumental in leading to the attainment of their higher-level desires. (Spreng 1996)

 The biggest lesson and easiest to implement, that physical brands can perform is to quite simply promise less and deliver more "Mind the promise Gap". (Simms 2005) A company will have an even better indication of what's most important to its customer if it engages them in the innovation process. A new generation of customers today wants to be involved and heard. To produce an offering with greater customer appeal, consider involving actual customers in the product design, marketing campaign development (messages and channels), and associated service packages. Companies must use a feedback loop to stay updated of customer's needs, preferences, in order to keep the communication lines open and maximize the opportunity and ability to delight them with each encounter they have with the business. (Driggs 2008)

2.2.2 Disconfirmation Theory

Oliver described the disconfirmation theory as framed within the expectancy disconfirmation model of consumer satisfaction purchase and usage reveal actual performance levels which are thought to be compared to expectation levels using a better-than, worse-than heuristic. The resulting judgment is labeled negative disconfirmation if the product is worse than expected, positive disconfirmation if better than expected, and simple confirmation if as expected.

Oliver has elaborated the specific categories of events that give rise to the three disconfirmation conditions noted above. These are:

1. Positive disconfirmation

    Low probability desirable events occur or high probability undesirable events do not.

2. Negative disconfirmation

    Low probability undesirable events occur or high probability desirable events do not.

3. Confirmation

    Low and high probability desirable and undesirable events occur or do not as expected.

From this perspective it would appear that conditions necessary for either positive or negative disconfirmation involve the surprising occurrence of low probability events or the non-occurrence of high probability events, as coupled with the desirability (i.e., valence) of these events. (Oliver 1997) If a customer's expectations are met or exceeded, there exists a positive disconfirmation and the customer is satisfied, to some degree, with the service received. In this case, the customer is likely to stay with the service provider. If the performance of the service provider is, in some way, inadequate, and the customer's expectations are not met, there exists a negative disconfirmation, and resulting dissatisfaction. This may provide encouragement to the customer to reduce the number of purchases from this service provider or may be sufficiently significant that the customer switches to another provider. (Morely 2004)

2.2.3 Delight within theories

A number of emotion theories address various dimensions of positive affect, some of which contain delight. Of these schemes, those of Plutchik (1980), and Russell (1980) have achieved the greatest use in consumer behavior. They directly speak to the emotion of delight and are elaborated next.

Plutchik's typology

Plutchik (1980) proposes eight basic emotions which derive from a "psycho-evolutionary framework." In doing so, he identifies the eight basic emotions of joy, acceptance, fear, surprise, sadness, disgust, anger and anticipation and arranges them in a circular pattern, so that particular mixtures of proximal emotions are possible. Specifically, combinations of emotions adjacent to each other result in "primary dyads," combinations of once-removed emotions on the circle are called "secondary dyads," and combinations of emotions twice-removed are called "tertiary dyads." An example of a primary dyad is love (joy + acceptance); an example of a secondary dyad is delight (joy + surprise); and that of a tertiary dyad is guilt (joy + fear). In this scheme, delight, a mixture of joy and surprise, is conceptually similar to the Westbrook and Oliver (1991) consumption dimension which was comprised of pleasure and surprise (pleasant surprise).

Russell's typology

Russell (1979, 1980), in the scaling tradition of emotion taxonomy, sought to identify common factors underlying emotional response and concluded that "valence" and "activation" are basic dimensions. The valence dimension is bounded by pleasantness/unpleasantness while activation is bounded by inaction/arousal. In the context of Russell's emotion space, delight is characterized by highly aroused pleasantness.

Driven by demanding customers, keen competition, and rapid technological change, many firms have sought to deliver superior customer value. Delivering superior customer value is now recognized as one of the most important factors for the success of any firm now and in the future because it has a significant impact on the behavioral intentions of customers and because it has an important role in providing managers with insights into how to achieve customers delight (Yonggui 2004)

Customer value is a strategic weapon in attracting and retaining customers and has become one of the most significant factors in the success of both manufacturing

businesses and service providers. Delivering superior customer value has become an ongoing concern in building and sustaining competitive advantage by driving customer relationship management (CRM) performance. Firms should reorient their operations towards the creation and delivery of superior customer value if they are to improve their performance. With the increasingly intense business competition and the strong trend of globalization, the role of the customer has changed from that of a mere consumer to a multi-role as consumer, co-operator, co-producer, co-creator of value, and co-developer of knowledge and competencies, which implies a much more important position of the customer than ever. As a result, there has been a substantial increase in interest in the creation and delivery of value to customers and the effective management of customer relationship. In particular, firms are seeking to retain existing customers and attract new customers by targeted value creation activities. To do so, they need an in-depth understanding of the underlying dimensions of customer value. Zeithaml considered value to be the customer's overall assessment of the utility of a product based on the perception of what is received and what is given. Dodds argued that buyers' perceptions of value represent a trade-off between the quality or benefits they receive in the product and the sacrifice they perceive in paying the price. Gale considered value to be market perceived quality adjusted for relative product price. Butz and Goodstein defined it as the emotional bond established between a customer and a producer after the customer has used salient product or service produced by that supplier. Woodruff defined customer value as a customer-perceived preference for, and evaluation of, product attributes, attribute performances, and consequences in terms of the customer's goals and purposes. (Yonggui 2004)

2.3 Customer outrage

Customers who have experienced service failures fall into two categories- annoyed and victimized. They define "annoyance" as minor irritation associated with a promise not fully realized: a feeling of "victimization" is characterized by a major a major feeling of frustration or pain. In effect the feeling of being victimized is a deeper emotion than a feeling irritated and might lead to outrage. An outraged customer will almost certainly

defect and might turn into a "terrorist" by telling others his negative experience. (Schneider 1999)

Unresolved problems have a particularly negative impact on both continued product use, and word-of-mouth recommendations to others. Dissatisfied customers tell far more people about their experience than do routinely satisfied customers. Problem solving and complaint management have a direct correlation with the overall satisfaction of a customer. In order to compete for customers satisfaction companies must be able to identify problem areas and establish improvement processes before these having broad impact on customer. (Ganey 1997)

A company wide total customer experience program with senior management support can help retain the top customers, grow revenues and profits. More over companies can move customers from mercenaries to angels using improvement initiatives that impact customer satisfaction and loyalty. When you have loyal customers, it is more likely they will be the company's evangelists. The way to increase like hood that these loyalists will be evangelists is to increase the customer delight factor. That is precisely what the elite luxury car manufacturers do to grow market share. They throw in a number of 'freebies' or free accessories that add to customer satisfaction, thus growing the 'delight factor' and the number of promoters of the company and eventually, revenue and market share. (Chennai 2007)

2.3.1 Customer decay & service Gap

The average business loses between 10 and 30 per cent of its customers each year; but they often don't know which customers they have lost, when they were lost, why they were lost, or how much sales revenue and profit this customer decay has cost them. Far from worrying about customers they are losing, most companies have traditionally placed a lot more emphasis on winning new customers. Companies can become like a bucket with a hole in the bottom: their customers drain away but the company managers, instead of concentrating on fixing the hole, devote resources to pouring more and more new

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customers into the top. Dissatisfaction is clearly the fundamental reason for customer decay, but what causes customer dissatisfaction? A considerable amount of research has been undertaken in this area in recent years and the outcome is the theory of 'service gaps'. According to Hill (1996), the overall gap which results in a dissatisfied customer is the gap between expectations and experience, but the root cause of that dissatisfaction can usually be traced back to one of five earlier gaps. (Li 2002)

Figure 2-2 Service gaps

Gap 1 **The** **Promotional** **Gap** What is said about the service differs from the standards actually delivered	**Gap 2** **The** **Understanding** **Gap** Manager's perceptions of customers" expectations inaccurate	**Gap 3** **The** **Procedural** **Gap** Customers' expectations not into operating procedures or systems	**Gap** 4 **The** **Behavioral** **Gap** The service is delivered is different from the for the service	**Gap** 5 **The** **Perception** **Gap** The level of service perceived by customers differs from service provided

The Service Quality Gap

The difference between customers' expectations of a service and their perceptions of the actual service delivered by an organization

(Li, Bingguang (2002) **A study of critical factors of customer satisfaction in parcel delivery service**. Ph.D. dissertation, The University of Nebraska - Lincoln, United States – Nebraska).

Gap 1: **The promotional gap**

The origin of the problem can often be traced back to the company's marketing communications. In their eagerness to win customers by selling the benefits of their

product or service companies can very easily create expectations in the minds of customers that will be difficult to fulfill. A few years ago an American airline ran a TV advertisement featuring a passenger asleep with his shoes off. A stewardess quietly removed the shoes, polished them and returned them without a word. The ad was seen as a sick joke by regular passengers (who did not recognize this level of service) and created false expectations, leading to disappointment for new passengers. This may be an extreme case, but every day in many small ways it is easy to generate such unrealistic hopes. A common example is the sales person promising a delivery date to secure an order without first making absolutely certain that the date can be met.

Gap 2: The understandings gap

The next possible problem area is that the managers of the organization do not have an accurate understanding of customers ' needs and priorities. If they don't really know what's important to customers it is extremely unlikely that the organization will do best what matters most to customers' however much emphasis it places on quality and service. Many organizations seeking to measure customer satisfaction perpetuate this problem by failing to include in the survey a section which clarifies what is important to the customer.

Gap 3: The procedural gap

Assuming that the organization does have a full understanding of what matters most to customers it will still fail to deliver customer satisfaction if it has not translated customers' expectations into appropriate operating procedures and systems. For example, a hotel may be fully aware that customers become very irritated if they have to spend more than five minutes checking out, but if the manager does not set sufficient staffing levels during the busy 8.00-9.00 a.m. period many customers will inevitably wait longer and leave dissatisfied.

Gap 4: The behavioral gap

Sometimes organizations have clear procedures which are well matched to customers' needs and priorities but do not achieve a consistently high level of customer satisfaction

because staff are insufficiently trained or disciplined to follow the procedures to the letter at all times. A well-designed customer satisfaction survey will highlight the main gaps between customers' expectations and your organization's performance. It is then a straightforward task to identify whether your procedures adequately cover those aspects of service delivery. If they do you will need to take steps to monitor staff behavior to ascertain whether the procedures are being consistently followed [Myers, 1999].

Gap 5: The perception gap

It is possible that gaps 1-4 do not exist but your customer survey still shows an unacceptable level of dissatisfaction. This is because customers' perception of the performance of your organization may differ from reality. A customer who was upset by offhand, unhelpful service some time in the past will form an attitude that your organization is uncaring and it may take some considerable time and much experience of good personal service before that perception is modified. It was Tom Peters (1985) who first pointed out that the customers' perception is reality. Customers may be behind the times, they may be slow to change their attitudes, they may label your organization as unhelpful, uncaring when, in reality it now offers the most wonderful level of customer service imaginable. But that is what customers think. It is those perceptions, however inaccurate, on which they are basing their purchase decisions.

As shown in Figure 2-2, any of the five gaps can result in the overall Service Quality Gap which leaves your customers dissatisfied. No organization intends to provide poor service and gaps usually arise because of differences in perception between what the business thought it was providing and what customers believe they have received. Only regular customer satisfaction measurement will enable you to identify and close the gaps. (Li 2002)

Focusing on customer delight and outrage – emotions more intense than satisfaction or dissatisfaction- may lead to better understanding of the dynamics of customer emotions and their effect on the customer behavior and loyalty, which includes actively choosing to purchase exclusively from one business and offering word of mouth, support or solicited advocacy of service business. (Schneider 1999)

2.4 Palestinian Pharmaceutical sector

Globally, the pharmaceutical industry is a $550 billion business that has grown steadily at about 12 percent year for the last 10 years. The major markets for pharmaceutical products are the United States, Europe, and Japan, but rising incomes and longer life spans are driving pharmaceutical spending upward worldwide. The major global trends in the industry include: the increasing importance of biotechnology, sales of which grew from $22 billion in 2000 to $44 billion 2004; the key role of generic drugs, which are popular alternatives to branded medicines in both developed and developing countries; the changing structure of the industry, from one of consolidated vertical organization to an outsourcing model in which many players have roles; the high cost of new drug development, which serves as a powerful barrier to entry to small- and medium-sized companies; the consolidation of "Big Pharma" through a series of mergers; the prominent role of regulatory approval agencies; and the increased popularity of natural products, including traditional and alternative medicines. (Abo Hijleh 2006)

The history of the Palestinian pharmaceutical industry only goes back to the year 1967 because of the isolation of the West Bank from the rest of the Arab world. Prior to the 1967 war, foreign pharmaceutical products were imported, through importers, from Jordan. The borders were closed after the war which led to the prevention of imports from Jordan. In 1969, due to this difficult situation, nine pharmacists established small laboratories to manufacture simple products. At a later stage, during 1970, these labs merged into three companies. Today, the industry consists of six companies that are distributed as follows: Four in Ramallah, one in Beit-Jala and one in the Gaza Strip. Two are listed on the stock market, and all companies are generic drug manufacturers. (Hazboun 2006)

Figure 2-3 Local Pharmaceutical Manufacturers

(Abu Hijleh Said (2006) **Pharmaceutical Cluster Assessment in the West Bank and Gaza** USAID Cluster competitiveness Assessment report, January 2007, 8, P107).

After more than 25 years of growth (20 - 30% per annum, according to the Union of Palestinian Pharmaceutical Manufacturers), domestic sales in West Bank/Gaza have stagnated. Due to the growth of inter-and intra-industry, Palestinian pharmaceuticals manufacturers have expanded their capacity. Market size, however, has grown only slightly. This has resulted in producers pursuing a small target market with limited product lines that do not cover certain ailments and diseases.

Currently, there are six major Palestinian companies with approximately $45 million in capital investment, all of which are members of the Union of Palestinian Pharmaceuticals Manufacturers. The technology being used by these companies is mostly semiautomatic (80 percent) and automatic (20 percent). The overwhelming part of sales is made in the local market with zero sales to Israel. All raw material are imported from abroad. Palestinian pharmaceutical companies manufacture a wide range of generic and specialized medicines including antibiotics, anti-rheumatics, analgesics, tranquilizers, multivitamins, anti-emetics, cardiovascular, anti-diabetics, anti-asthmatics, antiseptics and anti-fungals. Each produces under its own brand name. (Ellis 2002)

According to DAI, Inc. (2006) report, the Palestinian pharmaceutical industry is relatively small compared to the world pharmaceutical industry. However, it is considered one of the key strategic industries in Palestine. Moreover, more than half of the local consumption is covered by Palestinian pharmaceutical products. The pharmaceutical industry plays a major role in the Palestinian healthcare sector. (DAI 2006)

Furthermore, the DAI, Inc. (2006) report indicates that Palestinian pharmaceutical products are mainly distributed in the West Bank and Gaza, while a small percentage is exported mostly to the Arab countries and Eastern Europe. Distribution of Palestinian pharmaceutical products is not allowed in the Israeli market, while Israeli drugs are distributed in the Palestinian market without any imports tariff, thus making it more competitive. In addition, some companies have joint ventures with international partners to produce drugs locally for foreign market use, such as Dar El Shifaa who produces Tramadol to be sold in Germany based on a Joint venture made with Grumental Co. Germany . (DAI 2006)

One of the most challenging issues for Palestinian pharmaceutical companies is the Israeli borders and checkpoints. As a consequence, distribution of drugs in the West Bank and Gaza is a real concern; drugs could be held up at checkpoints for long periods of time, making it more difficult for drugs demanding special handling conditions. Furthermore, border closures and delays prevent prompt arrival of packaging supplies and raw materials to pharmaceutical companies. Regardless of these difficulties, the industry proved to have a high capability and adaptability to face challenges and increase its sales over the years of the Palestinian uprising (Intifada).

The Palestinian pharmaceutical industry is highly regulated. The Palestinian Ministry of Health, as the DAI, Inc. (2006) report indicates, has adopted the Arab regulations for the manufacture of drugs in 1995 and the GMP in 1999. The ISO 9000 is adopted by six

companies, whereas five companies have adopted the ISO 14000. Furthermore, the ministry of health is conducting a gap analysis of pharmaceuticals in order to be able to certify the qualified companies. In summation, all six companies are engaged in GMP development programs, following the International World Heath Organization (WHO) guidelines.

As a generic industry, Palestinian pharmaceutical companies conduct research and development while focusing on developing new formulas for known drug entities. However, Palestinian pharmaceutical companies mostly reproduce off patent drugs and assign a small percentage of the net sales to conduct formulation, stability studies and develop methods of drug analysis.

Finally, the DAI, Inc report indicates that a map was developed, by the core cluster working group, to cover all the activity areas and players involved in and with the Palestinian pharmaceutical companies. The map is illustrated in the following figure:

Figure 2-4: Map of Pharmaceutical Industry Activities:
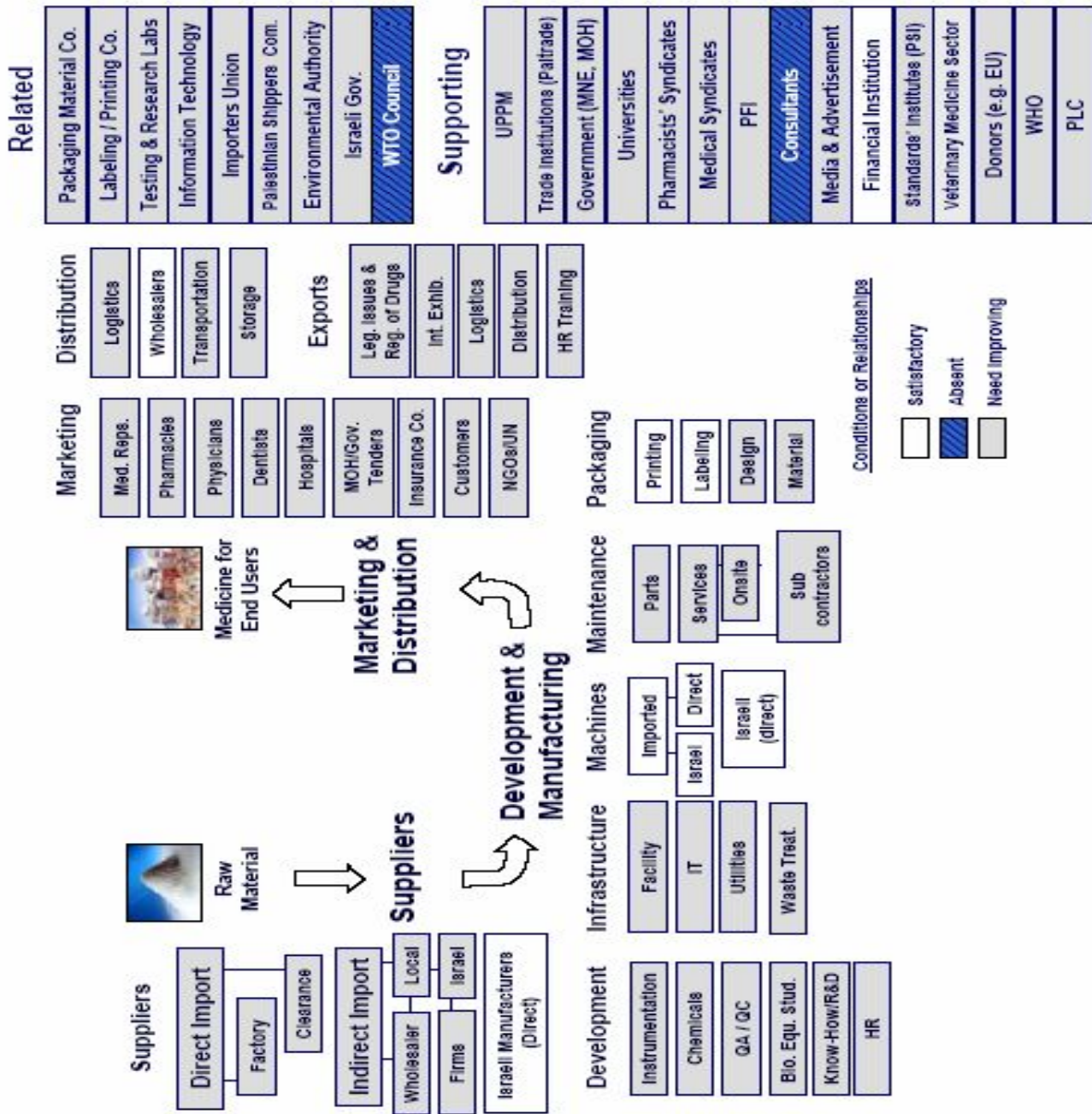
Source: Abu Hijleh Said (2006) **Pharmaceutical Cluster Assessment in the West Bank and Gaza** USAID Cluster competitiveness Assessment report, January 2007, 8, pg. 107.

The map shows the desire of the industry to constantly enhance its existing position, so it is worth to say that the current performance of status assessment, relationship and conditions is satisfactory in many areas and not based on audit or external opinion.

Palestinian pharmaceutical companies are primarily engaged in the generic product segment, with an emphasis on addressing the needs of the local market. To some extent, they also focus on exporting to Eastern Europe and Arab countries, such as Algeria. The firms benefit from an available skilled labor pool and a wage structure that is competitive among peer countries. However, the lack of niche products puts Palestinian firms in strong competition with their peers from neighboring countries and other developed regions. Israeli firms and other international pharmaceutical companies producing similar products are the biggest competition in the local market, whereas in the export market segment, Jordanian and Egyptian companies compete heavily with Palestinian firms. Locally, Palestinian products are cost competitive as local firms are able to keep prices low and to provide bonus offers. (Abo Hijleh 2006)

2.4.1 SWOT Analysis

The SWOT analysis shows that the Palestinian pharmaceutical industry enjoys a number of significant strengths. The most important point is the commitment towards development in terms of expansion and investment. Moreover, Palestinian pharmaceutical companies represent broadmindedness and adaptability to face challenges and are characterized as having a qualified skilled labor force, and good product quality with competitive prices. Additionally, as the report indicates, Palestinian pharmaceutical companies are able to meet 60% of the local consumption. Finally, the industry has a strong organizational representative that plays an active role and coordinates between different players. (Abo Hijleh 2006)

Table2-1: Summary of SWOT Analysis:

Strengths	Weaknesses
• Big market share – national pharma products constitute 60% of local market consumption. • Acceptably developed industry and modern technology utilization. • Availability of skilled, well-educated graduates relevant to this cluster. • Good quality products with competitive prices. • Firms capable to expand. • Strong association representing 100% of the cluster with commitment to invest towards the cluster's improvement.	• Lack of GMP certification weakens access to markets. • Weak expertise in R&D for products. • Limited access to equipment and facility maintenance. • Focus on the production of similar pharmaceutical products. • High logistics/transportation costs and material handling. • Limited marketing services, both local and international.
Opportunities	**Threats**
• Export potential if GMP certified. • Growing demands locally and internationally for generics. • WTO accession (once ready). • Cooperation with Jordanian Pharmaceutical union (Center of Excellence of the JAPM). • Exploring/expanding new products lines (e.g., veterinary medicine, natural remedies, nutrient supplements). • Compliance with drug registration regulations (government tender). • Favorable trade agreements in some niche markets.	• Political instability and closure. • Foreign and Israeli competition. • Weak legal and regulatory environment (e.g. GMP, drug registration).

Source: Abu Hijleh Said (2006) **Pharmaceutical Cluster Assessment in the West Bank and Gaza** USAID Cluster competitiveness Assessment report, January 2007, 8, pg. 107

A major weakness that faces the Palestinian pharmaceutical industry is the absence of the international GMP certification. GMP certification is considered a key requirement in accessing new markets and developing the industry's exporting capacity. Furthermore, the industry lacks expertise in R&D for products, and focuses on producing the same products rather than diversifying. Finally, access to different parts of the supply chain, such as maintenance, transportation and marketing services, local and international, is limited. Logistics and material handling are another example. All this is due to the political instability in the area.

Opportunities for pharmaceutical companies sound promising; there is a big chance to increase exports as companies become GMP certified. The GMP certification is considered a key to access many new markets. Furthermore, since Palestine became an observer with the WTO, the Palestinian pharmaceutical companies, with the right capabilities, can benefit greatly from WTO integration expected in the coming decade. In addition, the industry must take advantage of many current trade agreements. Finally, Palestinian pharmaceutical companies should consider a new product line and compliance with drug registration procedures by the government to increase the national market share. However, political instability is the biggest threat against the promising opportunities that exist for the Palestinian pharmaceutical industry. The most important issue is closures. Transportation of medicine between the West Bank and Gaza is a major concern, especially for medicines that require special handling conditions. Besides, distribution of drugs within the West Bank is characterized by delays at checkpoints. At borders, export procedures for Palestinian pharmaceutical products are complicated and time-consuming, thus, more delays. Palestinian pharmaceutical products face strong competition from foreign and Israeli medicines. In addition, a weak legal and regulatory environment causes damage to the industry by discouraging investment and investors with its high regulatory costs and risks.

There are more than 4,000 Palestinian, Israeli, and foreign pharmaceutical products in the Palestinian market. Palestinians produces 1,070 pharmaceutical products (as registered at the Ministry of Health at the end of 2005) covering a wide range of therapeutic classes

with various dosage forms (Figure 8-6); however many Palestinian pharmaceutical companies focus on similar product categories, mostly reproductions of off-patents. Palestinian drugs are believed to constitute around 45 percent of the dollar value ($38 million in 2005, see Table 8-1), and 60 percent of drug consumption, in a market estimated at $70-90 million. Most Palestinian drugs are of good quality and are competitive in price. However, many pharmacists, physicians, and customers have "a perception issue" with the products. Healthcare providers need an outreach campaign to explain quality assurance programs and the companies' GMP compliance procedures. The Palestinian Ministry of Health initiates tenders to supply its hospitals and its primary health centers. Local companies acquire a small portion of it (for example, less than 20 percent of a $16 million tender in 2003), mainly because of issues related to implementing procedures for registering foreign drugs. It is believed that if the ministry follows the procedures in an appropriate way, local companies would increase their share substantially. Over the years, Palestinians have exported pharmaceuticals to more than 14 countries in Eastern Europe, Asia, and Africa. Exports have tripled over the last three years. Arab and East European countries are the biggest export markets for Palestinian companies. Increasing their sales in existing markets and accessing new ones is a recognized ambition. Some companies have joint ventures with international partners to produce drugs locally or in other countries, all for foreign markets use.(Abo Hijleh, 2006)

In the pharmaceutical industry, it is extremely necessary for organizations to develop and maintain a close relationship with customers in order to gain knowledge of their needs and behavior. The concept of customer satisfaction is a key for pharmaceutical companies. The need for pharmaceuticals to better interact with their customer is becoming essential. The primary customers for pharmaceutical companies are the pharmacists who interact primarily with the sales representatives. Better understanding of pharmacist's needs and behavior brings about better relationship development. In addition, today's changing business environment puts pressure on the pharmaceutical industry to rethink their way of doing business and to find new ways to build competences. The challenge for pharmaceutical companies is how to become customer-

centric companies, as it is obvious that product-centricity can no longer be sufficient for success.(Hazboun 2006)

Therefore how to make customer satisfied and delighted becomes a very important issue for Local pharmaceuticals companies. This research seeks to address the effect of the critical factors of satisfaction on achieving the customers (pharmacists) delight.

2.5 Critical factors affecting customer satisfaction

We usually describe a product or service in terms of several dimensions or characteristics. For example, after receiving a service, we might describe the service provider as fast, always available when needed, and polite. These descriptions represent three different aspects of the service: *responsiveness, availability, and professionalism,* respectively. These are a subset of all possible dimensions by which the service can be described. The composite of all possible dimensions describes the entire product or service.

We can regard customer requirements as those characteristics of the product or service that represent important dimensions. They are the dimensions on which customers base their opinion about the product or service. The purpose of determining customer requirements is to establish a comprehensive list of all the important quality dimensions that describe the service or product. It is important to understand the quality dimensions so that we will know how customers define the quality of the service or product. Only by understanding the quality dimensions will we be able to develop measures to assess these quality dimensions. Although there may be some standard quality dimensions that generalize across many products or services, some dimensions will apply only to specific types of products or services. Quality dimensions applicable to many service organizations include availability, responsiveness, convenience, and timeliness. These quality dimensions seem applicable to many service industries, such as the banking, hotel, and hospital industries. This list of quality dimensions, however, is not comprehensive for each of these industries. The hospital industry might include additional quality dimensions such as quality of food and quality of care. Similarly, other industries may possess quality dimensions that uniquely define their services and products. It is important that each company identify all quality dimensions to

ensure understanding of the definition of quality for its products or services. Analyzing the services or products will provide a comprehensive picture of these dimensions. Researchers Parasuraman, Zeithaml, and Berry have concluded that service quality can be described on the basis of 10 dimensions. They are *tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication, and understanding the customer.* Attempts to measure these 10 dimensions, however, reveal that customers can only distinguish between five dimensions because the original 10 dimensions overlap each other considerably. (Li 2002)

Another way to establish a list of quality dimensions is to study the service or product. This study should include people involved in the business process. These people are in a good position to understand the purpose or function of their job in relation to meeting customers' expectations. This examination of the service or product should lead to a list of many dimensions. Some dimensions might include those found above, or, again, the dimensions might be specific to a particular industry or organization. The initial list of dimensions will be in general terms such as timely or professional. These terms are to be used as guides toward understanding the dimensions of the service or product. Each term represents a particular quality dimension or customer requirement.

It is important to define these terms so that someone reading the definitions will understand precisely what is meant by each dimension. To clarify the definitions of the quality dimensions further, write specific examples for each quality dimension. The process of clarifying the quality dimensions is one of generating specific examples of the quality dimensions. Each example defines a particular quality dimension, and each dimension could include multiple examples. These examples are specific declarative statements, each describing a specific instance of the quality dimension it represents. The statements could be a specific task or behavior performed by a person within the process or could describe a specific example illustrating the dimension. The former type of statement should include an action verb describing a specific behavior of the service provider or product. The comprehensive list of customer satisfaction dimensions and factors for service are as follows: (LI 2002)

- Availability of Service

- Service promptness

- Courtesy of staff

- Responsiveness

- Understanding of the customer's problems

- Overall customer service

- Helpfulness

- Friendliness

- Support staff that solves problems quickly

- Provides poor support

- Very talented professionals

- All the necessary resources to service you

- A very valuable service resource

- Competent

- People that are easy to deal with

- I receive the support I need from my ABC field engineer to resolve any problems

- Ethical

- Honesty

- Support staff which gives you a excellent service

- Staff which is interested in your comments and suggestions

- Phone calls returned quickly

- People answering the phone are polite

- People on the answering the phone are cheerful

- Knowledgeable operators

- Listening to the customer

- Attentive to customer complaints

- Close to its customers

- Willing to go the extra mile for its customers

- Don't ignores customer suggestions

- Impossible to get satisfaction unless you go to the top

- In tune with the needs of its clients

- Prompt in dealing with customer complaints

- Efficient

- Easy to get information on the phone

- Excellent customer phone support

- People who answer the phone have clear, easy to hear voices

- It takes a short time to reach the right person on the phone

- Telephone support personnel who seem to have time for you

- Attention to detail

- Helpfulness

- Available support offerings fit your needs

- Phone support quality overall

- Ease of gaining access to support

- Time to reach technical personnel

- Effectiveness of answers/workarounds

- Access to technical support

This research proposed the following factors as the critical factors of customer satisfaction in parcel delivery service
- Availability of service
- Responsiveness of service
- Reliability of service
- Completeness of service
- Professionalism of service

Figure 2-5 Research Model of the Critical factors of customers satisfaction
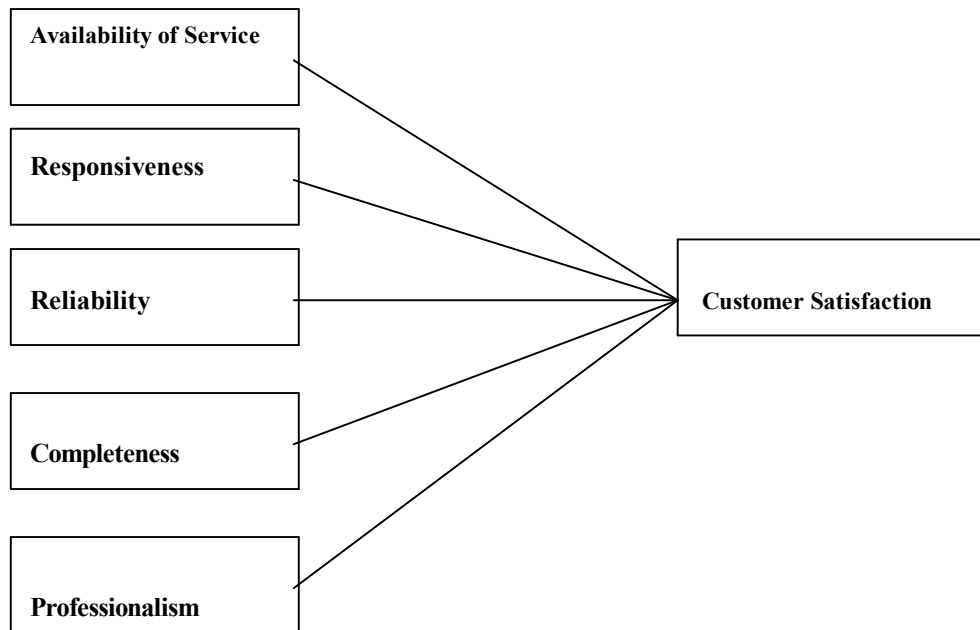
Source : Li, Bingguang (2002) **A study of critical factors of customer satisfaction in parcel delivery service**. Ph.D. dissertation, The University of Nebraska - Lincoln, United States

In this study, the definition of each factor was included as follows.

- **Availability of service**: The degree to which the customer can access the pharmaceutical companies and contact customer service.
- **Responsiveness of service:** The willingness or readiness of staffs to provide service and the degree to which the staff react promptly to the customer.
- **Reliability of service:** Consistency of performance and dependability. Pharmaceutical products are delivered within the promised time without any damages.
- **Completeness of service:** The degree to which all of the components of the job are finished.

- **Professionalism of service:** The degree to which the pharmaceutical companies use suitable professional behaviors while working with the customer, such as politeness, respect, consideration, and friendliness of contact personnel.

The research model was based on a previous study by Bingguang Li (2002) **A study of critical factors of customer satisfaction in parcel delivery service**. Li used these factors to measure the customer satisfaction by designing a questionnaire that was distributed on 181 university academics in Nebraska and across the U.S.. The questionnaire determined the ranking of importance of factors and gathered data on the characteristics of each factor. The research concluded that all the five factors were positively correlated with overall customer satisfaction with respect to all customers, US Postal Service (USPS) customers, UPS customers, and FedEx customers, for both outgoing and incoming parcel delivery services. Results show that reliability of service was ranked as the most important among the five factors with respect to eight conditions: all customers, USPS customers, UPS customers, and FedEx customers, for both outgoing and incoming parcel delivery services. Professionalism of service received the lowest rank among factors for three conditions, and it tied as the lowest rank for all other five conditions. Availability of service, responsiveness of service, and completeness of service were in the middle of the importance ranking with no consistent preference among the three factors.

Previous Studies

1) Farra (2007) " **Measuring the customer satisfaction on sales person performance at Palestinian pharmaceutical companies in the Gaza Strip Market**"

This study aimed at recognizing the level of customer "Pharmacists" satisfaction on sales person performance at Palestinian pharmaceutical companies in the Gaza Strip Market which related to the following factors appearance, Technical and theoretical Knowledge, Skills, presentation ability, negotiation ability and the level of service quality. The study also aimed to know the significant differences among the respondents related to age, gender, experiences, location, and the name of the company.

The researcher used the descriptive method and used the questionnaire as a tool to collect date which consists of six parts.

The study concluded that there is good level of customer satisfaction, and there are significant differences among respondents related to the name of the company and location.

2)   Khaldy (2007) **"Measuring service Quality from the customer point of View in the Islamic Banks in Palestine ".**

This study has aimed to measuring the level of service quality of the Islamic banks operating Palestine, through the customer point of view. The study adopted the gap approach in the measure of the level of service quality of the Islamic banks, and depending on the serviqual model in comparison between actual performances. The study consisted of six dimensions (reliability, responsiveness, empathy, assurance, tangibility, and commitment to shari'a). The study included the functional Islamic banks in Palestine, such as Arab Islamic Bank, Palestine Islamic Bank, and AL-Aqsa Islamic Bank. The study has used the analytical descriptive approach and the field study approach through he use of the questionnaire distributed on 865 randomly selected Islamic banks customers. 622 questionnaires were retrieved, and eligible for analysis (response rate 72%) The results show a gap between the expected services and the actual performance, where the actual services scored high & positively, but

still did not reach the service quality. Also the results showed an exceeding percentage of 60% when the customers evaluated the level of actual services quality provided by the Islamic banks.

The dimensions were organized according to the results as in firstly responsiveness, secondly assurance, thirdly reliability, fourthly empathy, fifthly tangibility, and the sixth dimension was compliance. The study also showed differences in the customers evaluations, when it came to banking services quality provided by the Islamic banks due to certain variables as the customers marital status, number of years as customer of Islamic banks, Age factor, level of education, type of occupation, and level of income.

The study has recommended that the banks should work on improving and developing their services to reach the customers expectations, these banks should concentrate on training their employees especially those in direct contact with the customers, and the management of the Islamic banks should stress and reinforce their work according to the principles of Islamic Shari'a.

3) Jamal (2009) "**Investigating the effects of service quality dimensions and expertise on loyalty**"

Very little research has investigated the effects of service quality dimensions on customer loyalty. Also, up to now, no research has investigated the direct effect of expertise on loyalty and the moderating effect of expertise on the link between satisfaction and loyalty. This paper seeks to investigate the effects of individual dimensions of service quality in creating and enhancing customer loyalty via customer satisfaction. It also aims to investigate the direct and indirect effects of customer expertise on customer loyalty. This paper attempts to fill these gaps and makes three important contributions to the existing literature. First, the paper, with the help of an empirical research, demonstrates that reliability, tangibility and empathy are positively related to customer satisfaction which in turn is positively related to loyalty. Second, the paper demonstrates that expertise is negatively related to loyalty. Finally, the paper demonstrates that expertise moderates the link between satisfaction and loyalty.

The paper uses a causal modeling approach and proposes a conceptual model after an extensive review of the literature. The paper is based on a sample of 200 bank users in Greece who completed a self-administered questionnaire. The paper uses exploratory factor analysis, confirmatory factor analysis and structural equation modeling to analyze and confirm the conceptual model proposed in this research.

Findings – The paper finds that reliability, tangibility and empathy are positively related to customer satisfaction, which in turn is positively related to loyalty. Furthermore, while expertise is negatively related to loyalty, it positively moderates the link between satisfaction and loyalty.

The paper discusses implications for brand managers in terms of targeting and advertising strategies and suggests future research directions.

4) Aga (2009) **An Emperical Investigation of Service Quality and Customer Satisfaction in Professional Accounting Firms: Evidence from North Cyprus**

This study is an empirical assessment of service quality and customer satisfaction in professional accounting firms operating in North Cyprus. The general purpose of this study was to examine the potential of SERVQUAL, an instrument frequently employed to assess the quality of consumer services, in professional accounting firms and to identify those managerial actionable factors that impact customer satisfaction. In addition, the study explored the relationship among customer satisfaction, service quality, firm image, and price of service rendered. The results of the empirical study indicate that (1) the SERVQUAL instrument with five-dimensions provides good measurement of service quality in the context of professional accounting business; only one (i.e., empathy) out of five dimensions of SERVQUAL was statistically significant related to customer satisfaction, (2) service quality has a positive effect on customer satisfaction, (3) firm image and the price of service have positive impact on customer satisfaction, and the price of service directly influences service quality. The impact on satisfaction from highest to lowest in order was, overall firm image, price compared to quality and service quality (empathy), respectively. This tells us the firm image is the most important factor to customer satisfaction, price next and service quality last from firms' perspective. From our empirical results, we may infer that the clients believe that no matter which

accounting firm they choose should have a certain degree of service quality guaranteed in the highly competitive battle field.

5) Toelle (2006) **The linkage among service quality attributes, customer value, customer satisfaction, and customer loyalty in Indonesian Retail banking setting**

The objective of this research is to investigate service quality attributes along with a measure of perceived value and satisfaction to determine the direct and indirect effect on bank customer's loyalty. The study also seeks to identify the most important attributes/cues in bank settings, which may be used to review characteristics of the banks as experienced by customers. The sample size of 200 retail-banking customers was drawn from 4 major banks in Jakarta that comprise 2 government banks, and 2 national private banks. The result shows that employee performance has a direct effect only on customer value, while reliability has a direct effect not only on customer value, but also on customer satisfaction and loyalty. Both employee performance and reliability have indirect effect on loyalty, mediated by customer value and satisfaction. No one hypothesis concerning the effect of tangibles on customer value, satisfaction, and loyalty were statistically significant.

6) Eljaam (2005) **Customer satisfaction with cellular network performance: Issues and analysis**

This research evaluated key drivers of satisfaction with cellular network performance and quantified the relative order of importance for each of the drivers. The study also validated an existing survey instrument, and explored an expanded conceptual framework that draws on service and product quality literature to suggest additional issues and attributes to investigate in future efforts to understand and model perception of cellular network quality. Additional attributes explored were expectation, level of use, other service features, and personality. The literature review in this study reaffirmed several key network attributes commonly surveyed in satisfaction surveys (network availability, coverage, drop calls, and call quality), and also determined the relative impact of each of the variables on satisfaction

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with network performance. With respect to descriptive statistics, there are lots more males than female, and there are considerable differences in size and number of account sizes and types. However, descriptive results showed call quality with highest satisfaction level, followed by network availability, drop calls and coverage with mean satisfaction values of 3.68, 3.38, 3.26, and 3.02 respectively. Box-Cox transformation of the dependent variable improved the linearity of the regression model by a modest value of .6% in total variation. Multiple regression analysis was applied to examine the effects of each independent variable on network satisfaction and rank relative order of importance. Together, the independent variables explained approximately 37% of the variation in the dependent variable. With outliers removed, the model explained nearly 45.3% of total variation in network satisfaction. "Network availability" emerged as the most highly correlated predictor to network satisfaction, followed by "coverage" and "call quality" with regression beta values of .435, .174 and .125 respectively.

The normality assumption of regression was met in which the residuals were normally distributed and constant variance (homoscedastic) over sets of values of the independent variables. However, studentized vs. predicted Y plot revealed a slight deviation from linearity of data points. Multicollinearity was also assessed and did not appear to be a problem.

7) Wu (2006) **Service quality, Customer Satisfaction, and Customer Loyalty, in consumer electronics E-tailers : A structural Equation modeling approach**

This study examined and explored the relationships among electronic service quality, customer satisfaction, and customer loyalty for consumer electronics e-tailers.

Using quota and snowball sampling, participants from the continental United States received e-mail invitations and voluntarily forwarded the e-mail invitations to their friends and family. A total of 276 participants completed the online survey. This study's demographic characteristics included most between the ages of 26 and 35 years (47%), mean age of 35.2, most with graduate degrees (40.6%), and with 40% earning a family

income of $75,000 or more. Out of twenty hypotheses (including four sub-hypotheses for Hi and three for H_2) in this study, 13 were supported, two were marginally supported, and five were not supported.

Findings indicated that electronic service quality was measured by online shoppers' perceptions of service quality of consumer electronic e-tailers through four dimensions of the 17-indicator modified *E-S-QUAL* (efficiency, system availability, fulfillment, and privacy). Electronic recovery service quality was measured by online shoppers' perceptions of recovery service quality of consumer electronic e-tailers through two dimensions of modified *E-RecS-QUAL* (responsiveness and contact, and compensation). Findings also indicated that perceived value and customer satisfaction were two significant variables that mediated the relationships among customer expectations, electronic service quality, customer loyalty, and customer complaints. However, this study also found that electronic service quality and customer expectations had no direct effect on customer satisfaction, but had indirect positive effects on customer satisfaction for consumer electronics e-tailers. Consumer electronics e-tailers' managers could formulate plans to improve service quality and recovery service quality through dimensions of *E-S-QUAL* and *E-RecS-QUAL*. They also could formulate a competitive strategy based on the modified Electronic Customer Satisfaction (e-CS) model to keep current customers and to enhance customer relation management. The limitations and recommendations for future research are also included in this study.

8) Li (2002) **A study of critical factors of customer satisfaction in parcel delivery service**

This study tested a model of customer satisfaction in parcel delivery service in the USA. Availability of services, responsiveness of service, reliability of service, completeness, of service, and professionalism of service were identified as the five significant factors affecting customer satisfaction in parcel delivery service.

Written questionnaire responses from 181 university academic departments in Nebraska and across the U.S. were used. The questionnaire determined the ranking of

importance of factors and gathered data on characteristics of each factor. The internal reliability of the questionnaire components was excellent. The researcher concluded that all five factors were positively correlated with the overall customer satisfaction with respect to all customers, US Postal service (USPS) customers, UPS customers, FedEx customers, for both outgoing and incoming parcel delivery services. Results show that reliability of services was ranked as the most important among the five factors with respect to eight condition: all customer, USPS customers, UPS, customers, and FedEx customers, for both outgoing and incoming parcel delivery services. Professionalism of service received the lowest rank among the factors for three conditions, and it tied as the lowest rank for all other five conditions. Availability of service, responsiveness of service, and completeness of service were in the middle of the importance ranking with no consistent preference among the three factors.

Descriptive statistics revealed that for the surveyed academic units for outgoing parcels, on average, 48% used FedEx, 25% used UPS, 22% used USPS, and 5% used others. For the incoming parcels surveyed respondents reported, on average 46% from UPS, 26% from FedEx, 22% from USPS, and 6% from others. Thus for university departments/Units, the majority of outgoing parcels were via FedEx and the majority of incoming parcels were via UPS.

9) Weininger (2005) **Consumer Satisfaction with Primary Care Provider Choice and associated Trust**

This dissertation developed a conceptual framework that guided the study of consumer satisfaction with PCP choice as a predictor of provider trust, and conducted secondary data analyses examining the association between PCP choice and trust, by identifying factors related to PCP choice satisfaction, and their relative importance in predicting provider trust. The study specific aims were: (1) to determine variables related to the factors: consumer characteristics and health status, information and consumer decision-making, consumer trust in providers in general and trust in the insurer, health plan financing and plan characteristics, and provider characteristics that may relate to PCP

choice satisfaction; (2) to determine if the factors in aim one are related to PCP choice satisfaction; and (3) to analyze the association between PCP choice satisfaction and provider trust, controlling for potential confounders. Analyses were based on secondary data from a random national telephone survey in 1999, of residential households in the United States which included respondents aged over 20 and who had at least two visits with a healthprofessional in the past two years. Among 1,117 eligible households interviewed (response rate 51.4%), 564 randomly selected to respond to insurer related questions made up the study sample. Analyses using descriptive statistics, and linear and logistic regressions found continual effective care and interaction with the PCP beyond the medical setting most predictive of PCP choice satisfaction. Four PCP choice satisfaction factors were also predictive of provider trust. Findings highlighted the importance of the PCP's professional and interpersonal competencies for the development of sustainable provider trust. Future researches on the access, utilization, cognition, and helpfulness of provider specific information will further our understanding of consumer choice and trust.

10) Shank (2002) **Consumer's perceptions of quality, value and satisfaction: A behavioral consequences view**

The impact of perceived quality and satisfaction on behavioral outcomes has been an important focus of service marketing research. Perceptions of service quality and satisfaction have a direct impact on desirable outcomes such as the consumer's intent to recommend the service. Perceived value is increasingly recognized as a source of competitive advantage; however, it has not been incorporated into the satisfaction and quality research stream. This research model has added perceived value to the constructs of quality and satisfaction by testing a model that depicts the relationship of perceived service quality, perceived satisfaction, and perceived value to specific act of recommending a service. The test was conducted on 254 adult students (age 24 and older) from two small community colleges.

This research approached the investigation of the relationship of perceived quality and perceived satisfaction to behavior intentions by testing a model that depicted the interactive effect of perceived service quality, perceived satisfaction, and perceived value to the specific act of the intention to recommend the service. First the framework and findings offer a new way of looking at the interaction of these three important variables and their relationship to the behavioral intentions. Secondly, the research results indicate that the three variables are positively correlated with each other and the intention to recommend. Finally, perceived quality and perceived Satisfaction are positively correlated to perceived value, which has the strongest correlation with behavioral intention. Thus, more attention needs to be paid to how consumers' perceptions of quality and satisfaction influence their perception of value and ultimately their behavior.

11) CHI, (2005) **Developing Destination Loyalty Model**

The first objective of the study was to develop a theoretical model of destination loyalty by examining the interrelationships among destination image, tourist satisfaction and destination loyalty. All the relationships were tested jointly using a structural equation model. From the research point of view, the systematic examination of causal relationships among the constructs could facilitate a clearer understanding of the concept of destination loyalty.

The second objective was to investigate if the destination loyalty model varied among different tourist groups based on previous traveling experiences, age, gender, education, and income level. By dividing the broad categories of the market into more specific component parts, managers are able to gain strategic marketing insights. This in turn allows them to direct their marketing efforts to attract and satisfy tourists more efficiently.

The third objective of the study was to measure the quality of the services provided by the hospitality and tourism industry in Eureka Springs. Service quality has received enormous attention in the literature for the critical role it plays in distinguishing services/products and building competitive advantages. One of the most well-known and most commonly-used instruments for service quality assessment is SERVQUAL.

The empirical results of this study provided tenable evidence that the proposed structural equation model designed to consider simultaneously destination image, overall and attribute satisfaction, and destination loyalty was acceptable. Tourism destination loyalty had causal relationships with image and satisfaction. Additionally, the attribute satisfaction separately from the overall satisfaction influenced the destination loyalty. This study makes it clear that destination image plays an essential role in achieving the loyalty of an individual, and tourists' satisfaction must be handled proactively in order to develop it into a lasting relationship beneficial to both parties. Destination image had a positive effect on tourist satisfaction as well as on destination loyalty.

12) Spiterl (2003) **Customer Value, Overall Satisfaction, End User Loyality, and Market Performance in Detailed Intensive Industries**

This research proposes and tests a comprehensive and integrative theoretical framework in the DII setting. The study found empirical support for the theoretical links of several of the antecedents to customer value and its subsequent links to all three-outcome measures—overall satisfaction, end-user loyalty and market performance—thus providing management with a strategic rationale for improving the customer value delivery process. However, the postulated links from the higher order constructs to the three outcomes measures were only weakly supported. Instead, stronger links were found from the customer value components—Product, Personal, Strategic Benefits and Sacrifice—directly to the outcome measures.

Customer value also linked to other marketing constructs. For example, overall satisfaction was found to mediate the effect of customer value on end-user loyalty then indirectly influence market performance. Also overall satisfaction was found to be a better predictor of end-user loyalty than customer value, thus confirming previous research showing that overall satisfaction and customer value play different but complementary roles.

End-user loyalty was then found to be a better predictor of market performance than overall satisfaction, particularly in this hybrid DII marketing setting, where the consumer

has considerable and growing power to request their preferred product due to the increasing use of direct-to-consumer advertising messages.

13) Kumar (1996) **Customer Delight: Creating and Maintaining Competitive Advantage**

A model, based on the cognitive appraisal theory of emotions, is proposed to study customer delight and differentiate it from satisfaction. Three Studies were carried out to gain insights about the ancedents and consequences of customer delight. The first study identified different feelings consumers associate with emotions of delight and satisfaction. The subjects used in the study were 161 undergraduate business school students enrolled in an introductory marketing course. These findings led to the development and validation of emotion based scales for measuring delight and satisfaction. Studies two and three used different methodologies to evoke delight in subjects – role playing a scenario was the method used in study two and product trial was the method used in study three. Results from both studies showed differences in the sets of appraisals associated with delight and satisfaction. The exact set of appraisals influencing an emotion differed from one context to the other. In both studies, the positive effects of delight on repurchase intentions and word of mouth communication (at Alfa= 0.08level in study three) were over and above the effects of satisfaction. The positive effects of delight on evaluation of brand extensions and expectations of future performance (at Alfa= 0.08 level) were shown to be over and above the effects of satisfaction in one study but not in the other. The two hypotheses about effects of customer delight on memory were not supported as, being over and above the effects of satisfaction, in both studies.

Based on the previous studies we can conclude that the satisfaction factors have been researched from different aspects in various industries, and in different models, such as the most popular SERVQUAL model of service quality dimensions. But on the other hand there was no research that examined the satisfaction in the Palestinian

pharmaceutical market except one research study conducted by El Farra (2007) and it only covered customer satisfaction in relation to the professionalism of pharmaceutical sales representatives. All of the previous studies enforce the theory that is being tested and they construct a relational framework for the relation of the satisfaction model that is researched with different research models.

Chapter 3

Research Methodology

Chapter 3
Research Methodology

Introduction

This chapter describes the methodology that is used in this research study. The adopted methodology to accomplish this study uses the combination techniques of descriptive approach and information about the research design, research conceptual model, population sample size, research setting, questionnaire design, statistical data analysis, content validity, pilot study and ethical aspects of the research.

3.1 Study Design

The type of the study is qualitative and quantitative study. The researcher followed the descriptive analytical approach in conducting the research. This research is categorized under applied research that depends mainly on data collection from primary sources through distributing a questionnaire that was designed especially for this research:

- The data was collected by distributing a questionnaire on the target population.
- The researcher used secondary sources such as Business journals and previous research papers and business letters that are connected to the research topic.

3.2 Study area

The survey covered the pharmacies located in Gaza strip that conduct their medicine purchases from the five main pharmaceutical manufacturers (Jerusalem Pharmaceuticals, Dar El Shifa Pharmaceuticals, Beir Zeit Pharmaceuticals, Beit Jala Pharmaceuticals , and Middle East Pharmaceuticals. Representatives of the whole governorates where taken into consideration when allocating the sample in the Five districts.

3.3 Questionnaire design and preparation

The Questionnaire consisted of three sections; the first section was concerned with personal data about the respondents (age, sex, experience, educational background, work location, …..). the second section focused on the five attributes of the study (Availability of service, responsiveness of services, reliability of service, completeness of service, professionalism of service) the section was divided into five parts to cover all of the five variables. The last section was a qualitative section that consisted of two open ended questions that enhance the respondent to state a previous satisfactory experience, or an outrageous incident. The Questionnaire was drawn in Arabic so as to be understood by the entire sample. The questions were arranged in logical order, proper sequencing starting with personal data to break the ice and ending with suggestions.

The questionnaire design depended mainly on the model of the research of Li (2002), and it was refined and adjusted after reviewing several questionnaires models such as Khaldi (2007), Farra (2007) , Kumar (1996) & others.

3.4 Research Difficulties

There was a difficulty that faced the researcher in administering the questionnaire to some pharmacists. It can be summarized in the following two situations:

1. The pharmacist wanted to fill the questionnaire right away while the researcher was in the pharmacy, and this was very time consuming, because the pharmacist kept talking about his business and problem he is facing, also he discussed each point in relation to his work, and how he wants to study an MBA. In such a situation it took the pharmacist 45 minutes to fill the questionnaire.

2. The pharmacist took the questionnaire and promised to fill it and make it ready in a couple of days. But after two days when the researcher visit the pharmacist to collect the questionnaire, he found out that it wasn't filled or maybe lost; therefore he had to give the pharmacist another copy and insist on him to fill it.

3.5 Ethical Matter

A formal approval to run the study was taken from the pharmacists by attaching an explanatory form about the study. This form included purpose of the researcher, anonymity of the information and selective participation.

3.6 Sampling

3.6.1 Study Population

The study population consists of all the customers of the Palestinian Pharmaceutical companies in Gaza strip, which are all the pharmacists who own a pharmacy or a general drug store and purchase directly from pharmaceutical companies. The total number of licensed pharmacies in Gaza strip and have accounts with the pharmaceutical companies are **332 pharmacies**. The rest of the pharmacies are so small that they purchase their medical supplies from general drug store, without dealing directly with the pharmaceutical companies.(MOH-Department of Accreditation & Licensure, 2009)

3.6.2 Sample Size

The researcher conducted the research on a stratified random sample of 234 pharmacies, which represented 70% of the study population. These pharmacists have accounts with the pharmaceutical companies and are considered as customers. Two hundred and thirty four questionnaires were distributed to the pharmacists according to the sampling plan

3.6.3 Sampling plan

A sampling plan was done for the questionnaire distribution so as the sample will be representative of the study population. The sampling frame was made up of the pharmacies in Gaza strip. Table 3-1 demonstrates the sample distribution of the 234

questionnaire forms that were distributed. A total of 194 of the 234 questionnaires were returned for a response rate of 82.9%. Among them, 14 questionnaires were unanswered for reasons such as no time, no interest. A total of 180 answered questionnaires were received for an answered response rate of 78.63%.

Table (3-1) Sample distribution

Area	Population	# Questionnaires	%
Gaza Governorate	122	89	72.9%
North Governorate	53	40	75.5%
Middle Governorate	44	35	79.5%
Khanyounis Governorate	67	35	52.8%
Rafah Governorate	46	35	76.1%
Total	332	234	

3.6.4 *Study Limitations*

The limitations of the study were as follows:

- The research was conducted only in Gaza strip, which neglects the pharmacists in the west bank due to the siege on Gaza and the difficulty of transportation to the west bank.
- The only source of primary data was the questionnaire.

3.7 Inclusion and Exclusion Criteria

3.7.1 Inclusion Criteria

Pharmacists who own or manage a pharmacy that deals directly with pharmaceutical companies.

3.7.2 Exclusion Criteria

Pharmacists who don't deal with pharmaceutical companies, they own a very small business that they purchase their product needs from central pharmacies

Assistant pharmacist who don't have any role in the procurement process of the pharmacy

3.8 Response Rate

The response rate 78.6%

3.9 Data Collection

All the data collection was performed by the researcher. The respondents were asked to fill the questionnaire forms which were distributed to them in their working place and during their working hours. There was no duplication because distribution was performed according to the list of names of the pharmacies.

3.10 Data Coding and Entry

Questionnaires were coded numerically in different numbers from serial numbers so as to enable the researcher to enter the data systematically and efficiently. Data was entered using SPSS (the Statistical Package for Social Science). An expert statistician was consulted for guidance. Data cleaning was performed through frequency to assure check for any error.

3.11 Data Analysis

Qualitative statistical analysis for questionnaire was carried out using SPSS. Frequencies and percentages were calculated in the model. Chi-squared was used to find out associations of Five factors effect (high, medium and low) with profession, work area, duration of employment in the current place, previous experience,-----etc.

3.11.1 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, scales 1-5 were used. The rating scale

consists of 5 degrees, where number 5 represents extreme strongly agree, while 1 shows your completely disagreement with the item.

Item	Delighted	Satisfied	Neutral	Unsatisfied	Outraged
Scale	5	4	3	2	1

3.11.2 Statistical analysis Tools

The researcher used both qualitative and quantitative data analysis methods. The Data analysis was made utilizing (SPSS 15). The researcher utilized the following statistical tools:

1) Cronbach's Alpha for Reliability Statistics

2) Speirman coefficient correlation for Validity

3) Frequency and Descriptive analysis

4) Nonparametric Tests (Spearman correlation test, Sign Test, Mann-Whitney test, and Kruskal-Wallis test)

3.12 Pilot Study

Pilot test was made to check whether the questionnaire was according to reliable scientific bases and to check the extent to which it meets the survey objectives and to identify any defect in the questionnaire design. In light of the pilot study modifications were made, and the final form of the questionnaire was produced.

3.12.1 Validity of Questionnaire

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

3.12.2 Statistical Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring (Pilot and Hungler,1985). Validity has a number of different aspects and assessment approaches.

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test which measure the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Speirman test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one filed and all the fields of the questionnaire that have the same level of similar scale. Speirman correlation coefficient test is used.

3.12.3 Criterion Related Validity

Internal consistency of the questionnaire was measured by a scouting sample, which consisted of 26 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole filed.

Based on the pilot sample statistical analysis, paragraph #3 , from Completeness of service:

"The degree of completeness of the accounting service provided by the company"

3.12.4 Structure Validity of the Questionnaire

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

3.12.5 Reliability of the Questionnaire

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger,1985). The less variation an

instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

Cronbach's coefficient alpha is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

3.12.6 Validity

Table (3-2) Correlation Coefficient of each Paragraph of Availability of service and the Total of this Field

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	I feel that the company satisfies my pharmaceutical needs regularly.	.572	0.001*
2.	The company provides me with drugs in the quantities I request.	.505	0.004*
3.	The company provides me with excellent accounting services in order to follow up the balance of the pharmacy account and solving the aging balance problems	.388	0.025*
4.	The company provides me with the technical backup related to the usage of the pharmaceutical products and administering the correct dose	.707	0.000*
5.	The company representative visits me twice	.825	0.000*

No.	Paragraph	Spearman Correlation	P-Value (Sig.)
	weekly regularly according to a predetermined schedule		
6.	The company provides me with the service of following up my orders	.910	0.000*
7.	The Company provides me with a wide variety of pharmaceutical products that covers all patients needs	.536	0.002*
8.	The company provides me with valuable consulting services by supplying me with information about the products in the markets and advice related to purchasing the right order	.601	0.001*
9.	There is a specialized employee available to provide ordering and follow up service by phone	.563	0.001*
10.	If I want to solve a problem in an order by calling the medical representative he is available to help me	.723	0.000*
11.	When I go to the company H.Q to solve a problem in an order, my request is fulfilled	.581	0.001*
12.	I feel that there are enough communication channels available for me to cover my needs	.911	0.000*

* Correlation is significant at the 0.05 level

Table (3-2) clarifies the correlation coefficient for each paragraph of this filed and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3-3) Correlation Coefficient of each Paragraph of Responsiveness of service and the Total of this Field

No.	Paragraph	Spearman Correlation	P-Value (Sig.)

		Coefficient	
1.	When I called the company representative he answered me after	.596	0.001*
2.	When I require information from the company representative about the monthly offers, items available, and pharmacy orders he provides me with the information directly without any delay	.776	0.000*
3.	When I call the company , the overall call waiting time is acceptable	.502	0.004*
4.	When I want to place an order from the company by phone, the procedure is very fast and professional.	.467	0.008*
5.	The degree of the employees responsiveness when I want to place an order	.819	0.000*
6.	I am provided with any promotional material and offers directly from the beginning of any campaign	.585	0.001*
7.	When I wanted to meet the company manager, he was available	.557	0.002*
8.	I feel that the company's internal office work doesn't prevent the employees from directly responding to me when I go the company headquarter	.701	0.000*
9.	when I ask for an account statement that details the pharmacy's debt, I receive it promptly without any delay	.683	0.000*
10.	The degree of the employees responsiveness in handling any complain	.880	0.000*
11.	The company representative helps me with sales effort and ideas in order to solve any problem	.490	0.006*

	related nearly expire items		

Table (3-3) clarifies the correlation coefficient for each paragraph of this filed and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3-4) Correlation Coefficient of each Paragraph of Reliability of service and the Total of this Field

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	I'm confident that the medicines that the company offers are accompanied by effective promotional medical campaigns.	.789	0.000*
2.	I rely on the items of the company in order to fulfill my customers needs because I trust its efficacy	.659	0.000*
3.	I trust that the orders will be delivered on time according to the date promised by the sales representative	.621	0.000*
4.	it never happened that an order was lost and didn't arrive to the pharmacy	.646	0.000*
5.	I feel confident that the company will fulfill my order in the right manner from the first time I order it.	.724	0.000*
6.	I am confident that the company representative will solve any problems related to nearly	.834	0.000*

No.			
	expired medicine		
7.	I feel that the company representative is implementing a well organized visiting schedule	.618	0.000*
8.	I feel that the company is keen to help me to control my pharmacy account	.478	0.007*
9.	The time that the products stays on the shelves is the shortest between other pharmaceutical company (shelf-life)	.572	0.001*
10.	The employees attitude gives the impression of reliability	.797	0.000*
11.	I have confidence that the company can introduce new products in the market	.735	0.000*

* Correlation is significant at the 0.05 level

Table (3-4) clarifies the correlation coefficient for each paragraph of this filed and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3-5) Correlation Coefficient of each Paragraph of Completeness of service and the Total of this Field

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	My orders always arrive complete without any shortages, or damages	.368	0.035*
2.	The company provides me with information and leaflets about how to administer the drugs to patients , and the needed dosage	.673	0.000*

3.	I feel that any medicine I purchase from the company comes with a complete package of promotional campaigns, posters, leaflets, and Medical representative follow-up	.785	0.000*
4.	I feel that the customer service provided by the company satisfies my all of my needs completely	.773	0.000*
5.	I feel that the company always searches for new methods to achieve competence in customer care	.819	0.000*
6.	The sales representative presents and explain the benefits of each offer and promotional campaign , that is launched by the company	.771	0.000*
7.	The Launching of any new medicine is accompanied by an effective marketing plan that completes the launching process and creates demand for that drug	.653	0.000*

* Correlation is significant at the 0.05 level

Table (3-5) clarifies the correlation coefficient for each paragraph of this filed and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (3-6) Correlation Coefficient of each Paragraph of Professionalism of service and the Total of this Field

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	I feel that the company representative has extensive pharmaceutical knowledge of his products	.668	0.000*
2.	The company representative has the ability to handle any complaints flexibly, and find the proper solution	.789	0.000*
3.	The company representative has extensive knowledge about the prices of the medicine he is marketing and the prices of all competitive products	.781	0.000*
4.	The company representative has extensive knowledge about the Market situation and the rules that govern the pharmaceutical market	.763	0.000*
5.	The company representative is honest and sincere in his propositions	.849	0.000*
6.	The company representative is a good listener	.844	0.000*
7.	The company representative uses selling skills in a professional manner in order to introduce his medicines	.835	0.000*
8.	The company work is well organized and satisfies my needs	.839	0.000*
9.	The company respects the promises of its representative and fulfills them	.694	0.000*
10.	The representatives manners with reference to respect and contact diplomacy .	.884	0.000*

11.	The overall rating of the company's employees attitude in dealing with my pharmacy's requests.	.788	0.000*
12.	The overall appraisal of the representative relating to external look	.862	0.000*

* Correlation is significant at the 0.05 level

Table (3-6) clarifies the correlation coefficient for each paragraph of this filed and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

3.12.7 Structure Validity

1. The researcher assessed the fields' structure validity by calculating the correlation coefficients of each leadership style of the questionnaire and the whole of leadership styles.

Table (3-7) Correlation Coefficient of each Field and the whole of Fields

Dimension	Spearman Correlation Coefficient	P-Value (Sig.)
Availability of service	.835	0.000*
Responsiveness of service	.910	0.000*
Reliability of service	.919	0.000*
Completeness of service	.797	0.000*
Professionalism of service	.745	0.000*

** Correlation is significant at the 0.05 level

Table (3-7) clarifies the correlation coefficient for each field and the whole of the fields. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at α = 0.05, so it can be said that each field is valid to be measured what it was set for to achieve the main aim of the study.

3.12.8 Reliability Statistics

Table (3-8) Cronbach's Alpha for each filed of the questionnaire and the entire questionnaire

Dimension	Cronbach's Alpha
Availability of service	0.887
Responsiveness of service	0.865
Reliability of service	0.883
Completeness of service	0.817
Professionalism of service	0.937
All Paragraphs	**0.937**

Table (3-8) shows the values of Cronbach's Alpha for each filed and the entire questionnaire. For each field, Cronbach's Alpha ranges between 0.817 and 0.937. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.937 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

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

Chapter 4

Data Analysis, Interpretation, and Hypothesis Testing

Chapter 4

Data Analysis, Interpretation, and Hypothesis Testing

4.1 Descriptive analysis of the sample statistics

4.1.1 Respondents Profile

Table 4-1 showed the breakdown of the returned questionnaires. Gaza governorate is the central city, where the largest numbers of pharmacies are located, which may explain the highest answered rate.

Table (4-1): Breakdown of the Answered Questionnaires regarding Location

subjects	Distributed Frequency	Answered Frequency	Response Rate	Answered Percent
Gaza	89	77	86.52%	**42.78%**
North	40	26	65.00%	**14.44%**
Middle	35	32	91.43%	**17.78%**
Khanyounis	35	22	62.86%	**12.22%**
Rafah	35	23	65.71%	**12.78%**
Overall	234	180		100%

The results demonstrate that 42.78% of pharmacists were located in Gaza governorate. This is due to the fact that most well known physicians are located in the medical centres and clinics in Gaza governorate, which provides a better opportunity of success for any pharmacist who wants to open a pharmacy.

These results agree with the research conducted by Yonggui & Hing (2004) about customer value on China, their study concluded the majority of the business are usually located in locations where there is business opportunity.

4.1.2 Frequencies Personal information

Table (4-2): Sex

Sex	N	%
Male	161	90.4
Female	17	9.6
Total	178*	100.0

* There are 2 missing answers

Table 4-2 show that the pharmaceutical market is a male dominated market, since the percentage of females = only 9.6%. These results agree with the study conducted by El Farra (2007) where he also concluded from his results there were 16% females and 84% males in the Gaza pharmaceutical market. Moreover the results agree with the study conducted by Abo Hijleh (2006) which also had male dominated figures in the Palestinian pharmaceutical industry in Gaza and West bank.

Table (4-3): Age

Age	N	%
20- less than 30	43	23.9
30 –less than 40	102	56.7
40 – less than 50	29	16.1
50 & above	6	3.3
Total	180	100.0

Table 4-3 shows that the majority of the pharmacists are within the age from 30 to 40 years old, which indicates that respondents are mature enough to participate in the study. These results agree with the results of Farra (2007) which had the majority of pharmacists within the age of 30 to 35 years.

Table (4-4): educational Attainment

Degree	N	%
Diploma	18	10.1
Bachelor	153	85.5
Master	6	3.4
Doctorate	2	1.1
Total	179*	100.0

* There is 1 missing answer

Table 4-4 shows that most pharmacists who own a private business (pharmacy) have a bachelor degree in pharmacy, and they don't pursue any post graduate education. This can be explained due to the high competitiveness in the pharmaceutical market which exerts extra pressure on the pharmacists, to spend most of their time inside their pharmacies, which agrees with the results of Farra (2007)

Table (4-5): Experience

Experience	N	%
1-5	37	22.6
6-10	63	38.4
11-15	34	20.7
16-20	17	10.4
More than 20	13	7.9
Total	164	100.0

Table 4-5 shows that the effect of the age results is evident on the years of experience, because we have 38.4% of respondents have experience from 6-10 years, and 20.7% have experience from 11-15 years, which totals 59.1% have experience range from 6-15 years. Such results are in conformity with the age results that 56.7% age from 30-40 years old.

Table (4-6): Work Location

Location	N	%
Gaza Governorate	77	42.8
North Governorate	26	14.4
Middle Governorate	32	17.8
Khanyounis Governorate	22	12.2
Rafah Governorate	23	12.8
Total	180*	100.0

* There are 4 missing answers

Table 4-6 shows that the reason that the majority of the work location is in Gaza governorate is due to the fact that most key physicians are located in gaza city, also the main hospitals such as Al Shifaa medical center which is constituted of 5 hospitals is located in Gaza city, therefore it is logical that most pharmacist searching for a business opportunity locate their business in Gaza governorate. These results agree with the research conducted by Yonggui & Hing (2004) about customer value on China, their study concluded the majority of the business are usually located in locations where there is business opportunity.

How do you conduct your drug procurement from the pharmaceutical companies?

Table (4-7): Drug   procurement

	Mean
Through Sales representative	81.8855
Directly from the company	9.8214
Purchase by phone	26.3524

Table 4-7 shows that 81.9% of the pharmaceutical procurement is performed through sales representatives. This agrees with El Farra (2007) that customers conduct their purchases mainly through sales representatives.

Please specify the percentage of your purchases from the pharmaceutical companies (%)

Table (4-8) Frequency distribution of the pharmaceutical companies that got highest ranking based on the pharmacists allocation of percentage of purchase according to their preference of purchase from each company

Company	Count	Percent
Jerusalem Pharmaceuticals (JEPHARM)	94	53.7
Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	49	28
Beir Zeit Pharmaceuticals (BPC)	29	16.6
Jordan Chemical Laboratory (JCL)	1	0.6
Middle East Pharmaceuticals (MEPHARM)	2	1.1
Total	**175**	**100.0**

Table 4-8 shows the results that were based on the pharmacist's preference in purchasing drugs for their business. It is evident that Jerusalem pharmaceuticals have the biggest market share in the pharmaceutical market in Gaza (53.7%) from the local pharmaceutical industry, this is mainly because Jerusalem pharmaceuticals is the oldest local pharmaceutical manufacturer in Palestine, and it has the largest number of drugs, more over the company has a well built establishment in Gaza strip (headquarter, warhouses, medical & sales representatives, distribution vehicles) which enforces its capability of reaching all of its customers and serving them. The second company is Dar Al Shifaa with (28%), this company has an exceptional marketing performance but their main limitation is in the number of available items from sale, they have less than half of the number of drugs Jerusalem pharmaceutical offers. Also Dar Al Shifaa has its logistics support in Gaza represented by a company office, a warehouse, and sales & medical representative. The Third company is Beir Zeit (16.6%) which is a major pharmaceutical manufacturer that produces a large number of items similar to Jerusalem pharmaceuticals, but Beir Zeit is facing major problems in Gaza strip due to the absence of a headquarter or warehouse in Gaza, customers who make an order have to wait more than a month for

it to be delivered from west bank, which is a source of inconvenience, more over they don't have their own distribution channel, but rather they do it through a transportation company.

4.2 Hypothesis testing

Sign test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Neutral). If the P-value (Sig.) is smaller that the level of significance, $\alpha = 0.05$, then the mean a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 3.

1. There is a significant relationship between the impact of the critical factors of customer's satisfaction and achieving customer satisfaction & delight.

The following sub hypotheses stem from the first hypothesis:

4.2.1. Availability of service

i. **The Availability of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.**

Table (4-9): Response (%) - The Availability of service

Response	Percent
Outraged	2.9%
Unsatisfied	8.2%
Neutral	17.0%
Satisfied	**55.2%**
Delighted	**16.7%**

Comment: concerning the availability of service variable we have 71.9% of the respondents vary between satisfied and delighted

Table (4-10): The Availability of service

Paragraph	Mean	Proportional Mean%	Test value	P-value(Sig.)
I feel that the company satisfies my pharmaceutical needs regularly.	4.02	80.44	11.56	0.000*
The company provides me with drugs in the quantities I request.	3.87	77.46	10.34	0.000*
The company provides me with excellent accounting services in order to follow up the balance of the pharmacy account and solving the aging balance problems	4.27	85.47	12.50	0.000*
The company provides me with the technical backup related to the usage of the pharmaceutical products and administering the correct dose	3.20	63.91	3.49	0.000*
The company representative visits me twice weekly regularly according to a predetermined schedule	4.04	80.78	10.62	0.000*
The company provides me with the service of following up my orders	3.79	75.75	9.74	0.000*
The Company provides me with a wide variety of pharmaceutical products that covers all patients needs	3.85	77.09	10.40	0.000*
The company provides me with valuable consulting services by supplying me with information about the products in the markets and advice related to purchasing the right order	3.09	61.89	1.83	0.000*
There is a specialized employee available to provide ordering and follow up service by phone	3.45	69.06	5.15	0.000*
If I want to solve a problem in an order by calling the medical representative he is available to help me	3.94	78.87	11.33	0.000*
When I go to the company H.Q to solve a problem in an order, my request is fulfilled	3.74	74.81	9.68	0.000*
I feel that there are enough communication channels available for me to cover my needs	3.67	73.44	8.68	0.000*
Availability of service	**3.75**	**74.94**	**11.21**	**0.000***

* The mean is significantly different from 3

Table 4-10 shows that the mean of the paragraph which had the lowest result *"The company provides me with valuable consulting services by supplying me with information about the products in the markets and advice related to purchasing the right order"* equals 3.09 (61.89%), test value=1.83, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. Then the mean of availability of service is significantly greater than the hypothesized value 3. Moreover the mean of the paragraph which got the highest result *"The company provides me with excellent accounting services in order to follow up the balance of the pharmacy account and solving the aging balance problems"* equals 4.27 (85.47), test value=12.50, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$.

The mean of the overall availability of service equals 3.75 (74.94%), test value=11.21, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. Then the mean of availability of service is significantly greater than the hypothesized value 3. It can be concluded that the Availability of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

These results agree with the results of the research conducted by EL Jaam (2005) which evaluated key drivers of satisfaction with cellular network performance and quantified the relative order of importance for each of the drivers. In his results availability of network got had an average mean equals 3.68 which was an acceptance for proving the hypothesis. This study also agrees with the research conducted Li(2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the level of significance for the availability of service in outgoing parcel delivery service = 0.026 which is also is acceptable. More over the results agree with the research conducted by Jamal (2009) which seeks to investigate the effects of individual dimensions of service quality in creating and enhancing customer loyalty via customer satisfaction, his results demonstrated that tangible service (availability) is positively related to customer satisfaction which in turn is positively related to loyalty. These results also agree with the research results of Wu (2006) who examined the relationship among electronic service

quality and customer satisfaction & loyalty. In his results system availability (availability of service) had a significant effect on achieving customers' satisfaction and loyalty.

Table (4-11) Response % of companies concerning the Availability of service

Response	Jerusalem Pharmaceuticals (JEPHARM)	Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	Beir Zeit Pharmaceuticals (BPC)	Jordan Chemical Laboratory (JCL)	Middle East Pharmaceuticals (MEPHARM)
Outraged	1.6%	4.5%	2.0%	25.0%	4.2%
Unsatisfied	7.0%	11.8%	6.3%	8.3%	12.5%
Neutral	16.2%	19.1%	15.6%	16.7%	25.0%
Satisfied	55.3%	49.7%	66.0%	50.0%	54.2%
Delighted	19.9%	15.0%	10.1%	0%	4.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4-11 shows that the availability of service Beir zeit had 76% satisfied and delighted (10% + 66%) Jerusalem pharmaceuticals had 72.2% of respondent satisfied and delighted (19.9% + 55.3). Dar El shifaa had 64.7% of respondents satisfied and delighted (15% + 49.7%).

Concerning the last two companies Jordan chemical Labs, and Middle East Pharmaceuticals, they were disqualified because three respondents only answered the questionnaire according to those companies as main purchasing source, which is an insignificant result.

Table (4-12) Sign test for each company concerning the Availability of service

Company	Mean	Proportional Mean%	Test value	P-value(Sig.)
Jerusalem Pharmaceuticals (JEPHARM)	3.85	77.02	9.552	0.000*
Beir Zeit Pharmaceuticals (BPC)	3.75	75.15	4.457	0.000*
Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	3.59	71.80	4.163	0.000*

* The mean is significantly different from 3

Table 4-12 shows that the mean of Jerusalem pharmaceuticals was above the overall mean of the availability of service variable (mean= 3.76 from table 4-12). Next comes the mean of Dar AL Shifaa (mean= 3.59) with a proportional mean equals 71.8%. The last one is the mean of Beir Zeit (mean= 3.75) with a proportional mean equals 75.15%. But the overall mean of all the companies is acceptable.

Concerning the three major local pharmaceutical manufacturers Jerusalem pharmaceutical, Dar AL Shifaa, and Beir Zeit Pharmaceuticals; each company has its own market segment that it serves based upon its customers preference. But the preceding results prove that the availability of service has a significant effect on achieving customers' satisfaction and delight in Palestinian pharmaceutical market with reference to all of the three major pharmaceutical manufacturers, which covers over 95% of the pharmacists.

Correlation analysis

There is a significant relationship between the impact of the critical factors of customer's satisfaction and achieving customer satisfaction & delight.

Table (4-13) Correlation Coefficient between Availability of service and achieving customer satisfaction & delight

Paragraph	Speirman Correlation Coefficient	P-Value (Sig.)
Availability of service	.822*	0.000

Table 4-13 shows that the Speirman correlation coefficients between Availability of service and achieving customer delight equals 0.822 with P-value (Sig.) = 0.000 which is smaller than the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Availability of service and achieving customer satisfaction & delight.

These results agree with the results of the research conducted by Wu (2006) who examined the relationship among electronic service quality and customer satisfaction & loyalty. In his results system availability (availability of service) had a significant positive relationship with customer satisfaction and loyalty. The results also agree with the research conducted by Jamal (2009) which seeks to investigate the effects of individual dimensions of service quality in creating and enhancing customer loyalty via customer satisfaction, his results demonstrated that tangible service (availability) is positively related to customer satisfaction which in turn is positively related to loyalty.These results agree with the results of the research conducted by Li (2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the Speirman correlation coefficient for the availability with p-value smaller that the level of significance, $\alpha = 0.05$, which also means that there exists significant positive relationship between Availability of service and achieving customer delight.

Table (4-14) Correlation Coefficient between Availability of service and achieving customer satisfaction & delight according to pharmaceutical companies

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Jerusalem Pharmaceuticals (JEPHARM)	.780*	0.000
Dar Al Shifaa (PHARMA CARE)	.796*	0.000
Beir Zeit Pharmaceuticals (BPC)	.892*	0.000

Table 4-14 shows that the three main local pharmaceutical manufacturers; Jerusalem pharmaceuticals, Dar Al Shifaa , and Beir Zeit pharmaceuticals (BPC) the Speirman correlation coefficients between Availability of service and achieving customer delight equals 0.780, 0.796, 0.892 respectively with P-value (Sig.) = 0.000 which is smaller than the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Availability of service and achieving customer satisfaction & delight, concerning each of the three pharmaceutical manufacturers.

It can be concluded from the preceding results that the dimension of availability of service has a significant effect on achieving customers' satisfaction and delight in the Palestinian pharmaceutical market. Local pharmaceutical manufacturers strive to overcome the siege enforced on Gaza strip and bring medicine to the pharmaceutical market in Gaza so that they can satisfy their customer needs, and achieve their satisfaction and delight. This was evident when we compared the results of purchases from the major three local companies (table 4-8) Jerusalem pharmaceuticals, Dar Al shifaa, & Beir zeit, we found out the main market share was dominated by Jerusalem pharmaceutical (53.7%) due to the fact that it enforces its availability of services by offering a larger number of drugs-items to the customer than competitors. Therefore we can prove the hypothesis "**The Availability of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.**"

These results agree with research done by Jamal (2009) to investigate the effect of service quality on achieving satisfaction and loyalty, his results showed that tangibility (availability of service) has a direct and significant effect on satisfaction. These results also agree with the research performed by Eljaam (2005), which evaluated the key drivers of satisfaction with cellular network performance. Eljaam had the attribute availability of service (network availability) with a mean value equals 3.68, it had a significant effect on achieving customers' satisfaction. The results differ from the results of research done by Aga (2009) who assessed the service quality in relation to customer satisfaction in professional accounting firms operating in North Cyprus. Mehmet Aga performed his test using the SERVQUAL model five dimensions, but in his study, tangibility (availability of service) had no significant effect on achieving satisfaction.

4.2.2. Responsiveness of Pharmaceutical companies

ii. The Responsiveness of pharmaceutical companies has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

Table (4-15): Response (%) - *Responsiveness*

Response	Percent
Outraged	1.9%
Unsatisfied	4.1%
Neutral	16.5%
Satisfied	**55.0%**
Delighted	**22.5%**

Comment: concerning the Responsiveness variable we have 77.5% of the respondents vary between satisfied and delighted (55% + 22.5%)

Table (4-16): Responsiveness of pharmaceutical companies

Paragraph	Mean	Proportional Mean%	Test value	P-value(Sig.)
When I called the company representative he answered me after	4.14	82.86	11.89	0.000*
When I require information from the company representative about the monthly offers, items available, and pharmacy orders he provides me with the information directly without any delay	4.03	80.67	11.68	0.000*
When I call the company , the overall call waiting time is acceptable	3.89	77.88	11.27	0.000*
When I want to place an order from the company by phone, the procedure is very fast and professional.	4.00	80.00	11.08	0.000*
The degree of the employees responsiveness when I want to place an order	4.18	83.67	12.30	0.000*
I am provided with any promotional material and offers directly from the beginning of any campaign	3.97	79.33	9.63	0.000*
When I wanted to meet the company manager, he was available	3.79	75.84	9.67	0.000*
I feel that the company's internal office work doesn't prevent the employees from directly responding to me when I go the company headquarter	3.75	75.06	10.18	0.000*
when I ask for an account statement that details the pharmacy's debt, I receive it promptly without any delay	4.23	84.69	11.75	0.000*
The degree of the employees responsiveness in handling any complain	3.86	77.19	10.44	0.000*
The company representative helps me with sales effort and ideas in order to solve any problem related nearly expire items	3.27	65.47	3.42	0.000*
Responsiveness	**3.92**	**78.40**	**12.18**	**0.000***

* The mean is significantly different from 3

Table 4-16 shows that the mean of the paragraph which had the lowest result" *The company representative helps me with sales effort and ideas in order to solve any problem related nearly expire items*" equals 3.27 (65.47%), test value=3.42, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. More over the mean of the paragraph which had the highest result "when *I ask for an account statement that*

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details the pharmacy's debt, I receive it promptly without any delay" equals 4.23 (84.69%), test value=11.75, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$.

The overall mean of responsiveness equals 3.92(78.40%), test value=12.18, and P-value =0.000, which is smaller than the level of significance $\alpha = 0.05$. Then the mean of responsiveness is significantly greater than the hypothesized value 3. It can be concluded that the responsiveness of pharmaceutical companies has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market

These results agree with research done by Jamal (2009) to investigate the effect of service quality on achieving satisfaction and loyalty, his results showed that responsiveness has a direct and significant effect on satisfaction. These results also agree with the results of the research conducted by Wu (2006) who examined the relationship among electronic service quality and customer satisfaction & loyalty. In his results system availability (availability of service) had a significant positive relationship with customer satisfaction and loyalty. More over These results agree with the results of the research conducted by Li (2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the level of significance for the Responsiveness of service in outgoing parcel delivery service less than the level of significance $\alpha = 0.05$. This also concludes that Responsiveness of service has a significant effect on achieving customer satisfaction in Parcel delivery service. In comparing these results to the research results done by Aga (2009) who assessed the service quality in relation to customer satisfaction in professional accounting firms operating in North Cyprus, they don't agree. Mehmet Aga performed his test using the SERVQUAL model five dimensions, but in his study, responsiveness had no significant effect on achieving customer satisfaction.

Table (4-17) Response % of companies concerning the Responsiveness of service

Response	Jerusalem Pharmaceuticals (JEPHARM)	Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	Beir Zeit Pharmaceuticals (BPC)	Jordan Chemical Laboratory (JCL)	Middle East Pharmaceuticals (MEPHARM)
Outraged	1.5%	2.3%	1.6%	9.1%	0%
Unsatisfied	3.5%	4.7%	3.3%	36.4%	9.1%
Neutral	14.0%	16.6%	21.4%	18.2%	31.8%
Satisfied	57.8%	57.4%	44.4%	36.4%	54.5%
Delighted	23.2%	19.0%	29.3%	0%	4.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4-17 shows that the responsiveness of service Jerusalem pharmaceuticals had 81% of respondent satisfied and delighted (23.2% + 57.8%). Dar El shifaa had 76.4% of respondents satisfied and delighted (19% + 57.4%). Beir zeit had 73.7% satisfied and delighted (44.4% + 29.3%).

Concerning the last two companies Jordan chemical Labs, and Middle East Pharmaceuticals, they were disqualified because three respondents only answered the questionnaire according to those companies as main purchasing source, which is an insignificant result.

Table (4-18) Sign test for each company concerning the Responsiveness of service

Company	Mean	Proportional Mean%	Test value	P-value(Sig.)
Jerusalem Pharmaceuticals (JEPHARM)	3.97	79.5	9.552	0.000*
Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	3.86	77.26	5.765	0.000*
Beir Zeit Pharmaceuticals (BPC)	3.97	79.5	4.619	0.000*

Table 4-18 shows that the mean of Jerusalem pharmaceuticals was above the overall mean of the responsiveness of service variable (mean= 3.97). Also is the mean of Dar AL Shifaa (mean= 3.86) with a proportional mean equals 77.26%. The last one is the mean of Beir Zeit (mean= 3.97 with a proportional mean equals 79.37%. But the overall mean of all the companies is acceptable.

Concerning the three major local pharmaceutical manufacturers Jerusalem pharmaceutical, Dar AL Shifaa, and Beir Zeit Pharmaceuticals; each company has its own market segment that it serves based upon its customer's preference. But the preceding results prove that the responsiveness of service has a significant effect on achieving customers' satisfaction and delight in Palestinian pharmaceutical market with reference to all of the three major pharmaceutical manufacturers, which covers over 95% of the customers.

Correlation analysis

There is a significant relationship between the impact of the critical factors of customer's satisfaction and achieving customer satisfaction & delight.

Table (4-19) Correlation Coefficient between Responsiveness of service and achieving customer satisfaction & delight

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Responsiveness of service	.839*	0.000

Table 4-19 shows that the Speirman correlation coefficients between Responsiveness of service and achieving customer delight equals 0.839 with P-value (Sig.) = 0.000 which is smaller that the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Responsiveness of service and achieving customer satisfaction & delight.

Table (4-20) Correlation Coefficient between Responsiveness of service and achieving customer satisfaction & delight according to pharmaceutical companies

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Jerusalem Pharmaceuticals	.849*	0.000
Dar Al Shifaa	.774*	0.000
Beir Zeit Pharmaceuticals	.714*	0.000

Table 4-20 shows that the three main local pharmaceutical manufacturers; Jerusalem pharmaceuticals, Dar Al Shifaa, and Beir Zeit pharmaceuticals (BPC) the Speirman correlation coefficients between Availability of service and achieving customer delight equals 0.849, 0.774, 0.714 respectively with P-value (Sig.) = 0.000 which is smaller that the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Responsiveness of service and achieving customer satisfaction & delight, concerning each of the three pharmaceutical manufacturers.

It can be concluded from the preceding results that the dimension of Responsiveness of service has a significant effect on achieving customer satisfaction and delight in the Palestinian pharmaceutical market. Local pharmaceutical manufacturers work hard to fulfill their customers' needs as fast as possible, and achieve their satisfaction and delight. But the situation on the market forces certain limitations for some company, which is clear for the case of Beir Zeit pharmaceuticals had the least market share (16.6%) between the three major local manufacturers (table 4-8). This is mainly because the company relies on general drug store to conduct bulk purchases with exceptional discounts and in turn they market the products. This is due to the absence of Beir zeit warehouses in Gaza, and the unavailability of a private distribution channel. Although the results of the questionnaire with reference to the customers of Beir zeit (table 4-23) showed that responsiveness had a Speirman correlation coefficient for beir Zeit customers = 0.714. Jerusalem pharmaceuticals, Dar Al shifaa are exploiting this weakness of their competitor and they have the majority of the market share. Therefore we can prove the hypothesis "**The Responsiveness of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.**"

These results agree with the study of Khaldi (2007) which measured the level of service quality of Islamic banks in Palestine, by using the gap approach with a six dimensional model; in his results responsiveness was positively related to customer satisfaction. These results also agree with the results of the research conducted by Wu (2006) who examined the relationship among electronic service quality and customer satisfaction & loyalty. In his results system responsiveness had a significant positive relationship with customer satisfaction and loyalty. The results differ from the results of research done by Aga (2009) who assessed the service quality in relation to customer satisfaction in professional accounting firms operating in North Cyprus. Mehmet Aga performed his test using the SERVQUAL model five dimensions, but in his study, responsiveness had no significant effect on achieving satisfaction.

4.2.3 Reliability of Service

iii) Reliability of the pharmaceutical companies has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market

Table (4-21): Response (%) - _Reliability_

Response	Percent
Outraged	2.2%
Unsatisfied	4.6%
Neutral	19.3%
Satisfied	**55.3%**
Delighted	**18.5%**

Comment: concerning the Reliability variable we have 72.8% of the respondents vary between satisfied and delighted

Table (4-22): Reliability of the pharmaceutical companies

Paragraph	Mean	Proportional Mean%	Test value	P-value(Sig.)
I'm confident that the medicines that the company offers are accompanied by effective promotional medical campaigns.	3.69	73.74	8.25	0.000*
I rely on the items of the company in order to fulfill my customers needs because I trust its efficacy	3.87	77.43	11.12	0.000*
I trust that the orders will be delivered on time according to the date promised by the sales representative	3.77	75.36	10.37	0.000*
it never happened that an order was lost and didn't arrive to the pharmacy	3.82	76.35	9.71	0.000*
I feel confident that the company will fulfill my order in the right manner from the first time I order it.	3.98	79.56	11.94	0.000*
I am confident that the company representative will solve any problems related to nearly expired medicine	3.12	62.33	2.13	0.017*
I feel that the company representative is implementing a well organized visiting schedule	4.00	80.00	10.63	0.000*
I feel that the company is keen to help me to control my pharmacy account	4.19	83.76	12.18	0.000*
The time that the products stays on the shelves is the shortest between other pharmaceutical company (shelf-life)	3.93	78.55	10.84	0.000*
The employees attitude gives the	3.97	79.45	11.32	0.000*

impression of reliability				
I feel confident that the company will develop new products for the market	3.83	76.57	10.36	0.000*
Reliability	**3.84**	**76.72**	**11.81**	**0.000***

* The mean is significantly different from 5

Table 4-22 demonstrates the mean of the paragraph which had the lowest result "I *am confident that the company representative will solve any problems related to nearly expired medicine*" equals 3.12 (62.33%), test value=2.13, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. More over the mean of the paragraph which had the highest result " I feel that the company is keen to help me to control my pharmacy account " equals 4.19 (83.76%), test value=12.18, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$.

The overall mean of reliability equals 3.84 (76.72%), test value=11.81 which is smaller than the level of significance $\alpha = 0.05$. Then the mean of reliability is significantly greater (smaller) than the hypothesized value 3.

It can be concluded that the reliability of the pharmaceutical companies has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market

These results agree with research done by Jamal (2009) to investigate the effect of service quality on achieving satisfaction and loyalty, his results showed that reliability has a direct and significant effect on satisfaction. These results also agree with the research conducted by Toelle (2006) to investigate service quality attributes along with a measure of perceived value and satisfaction to determine the direct and indirect effect on bank customer's loyalty, his research was performed 200 customers of four major banks in Jakarta-Indonesia; proving that reliability In his results reliability had a direct effect not only on customer value, but also on customer satisfaction and loyalty. These results also agree with the results of the research conducted by EL Jaam (2005) which evaluated key drivers of satisfaction with cellular network performance and quantified the relative order of importance for each of the drivers. In his results reliability of network got had an

average mean equals 3.26 which was an acceptance for proving relation between reliability of network and satisfaction. The results also agree with the results of the research conducted by Li (2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the level of significance for the reliability of outgoing parcel delivery service less than the level of significance $\alpha = 0.05$. This also concludes that Reliability of service has a significant effect on achieving customer satisfaction in Parcel delivery service. These results agree with the study of Khaldi (2007) which measured the level of service quality of Islamic banks in Palestine, by using the gap approach with a six dimensional model; in his results reliability was positively related to customer satisfaction.

Table (4-23) Response % of companies concerning the Reliability of service

Response	Jerusalem Pharmaceuticals (JEPHARM)	Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	Beir Zeit Pharmaceuticals (BPC)	Jordan Chemical Laboratory (JCL)	Middle East Pharmaceuticals (MEPHARM)
Outraged	1.4%	2.3%	1.3%	18.2%	13.6%
Unsatisfied	4.0%	5.4%	3.4%	9.1%	9.1%
Neutral	18.3%	16.4%	27.6%	9.1%	13.6%
Satisfied	55.6%	57.8%	55.8%	63.6%	54.5%
Delighted	20.6%	18.0%	11.9%	0%	9.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4-23 shows that the reliability of service for Jerusalem pharmaceuticals had 76.2% of respondent satisfied and delighted (20.6% + 55.6%), Dar El shifaa had 75.8% of respondents satisfied and delighted (18% + 57.8%), and Beir zeit had 67.7% satisfied and delighted (11.9% + 55.3%). Concerning the last two companies Jordan chemical Labs, and Middle East Pharmaceuticals, they were disqualified because three respondents

only answered the questionnaire according to those companies as main purchasing source, which is an insignificant result.

Table (4-24) Sign test for each company concerning the Availability of service

Company	Mean	Proportional Mean%	Test value	P-value(Sig.)
Jerusalem Pharmaceuticals (JEPHARM)	3.91	78.14	8.923	0.000*
Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	3.84	76.75	5.444	0.000*
Beir Zeit Pharmaceuticals (BPC)	3.74	74.73	4.725	0.000*

Table 4-24 shows that the mean of Jerusalem pharmaceuticals was above the overall mean of the reliability of service (mean= 3.91). Also is the mean of Dar AL Shifaa (mean= 3.84) with a proportional mean equals 76.75%. The last one is the mean of Beir Zeit (mean= 3.74 with a proportional mean equals 74.73%. These results prove that the reliability of service has a significant effect on achieving customer satisfaction and delight in Palestinian pharmaceutical market with reference to each of the three major pharmaceutical manufacturers alone, which covers over 95% of the customers.

Correlation analysis

There is a significant relationship between the impact of the critical factors of customer's satisfaction and achieving customer satisfaction & delight.

Table (4-25) Correlation Coefficient between overall Reliability of service and achieving customer satisfaction & delight

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Reliability of service	.835	0.000

Table 4-25 shows that the Speirman correlation coefficients between Reliability of service and achieving customer delight equals 0.835 with P-value (Sig.) = 0.000 which is

smaller that the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Reliability of service and achieving customer satisfaction & delight.

Table (4-26) Correlation Coefficient between Reliability of service and achieving customer satisfaction & delight for each of the pharmaceutical companies

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Jerusalem Pharmaceuticals	.865	0.000
Dar Al Shifaa Pharmaceuticals	.821	0.000
Beir Zeit Pharmaceuticals	.521	0.002

Table 4-26 shows that the three main local pharmaceutical manufacturers; Jerusalem pharmaceuticals, Dar Al Shifaa , and Beir Zeit pharmaceuticals had the Speirman correlation coefficients between Availability of service and achieving customer delight equals 0.865, 0.821, 0.521 respectively with P-value (Sig.) = 0.000 which is smaller that the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Reliability of service and achieving customer satisfaction & delight, concerning each of the three pharmaceutical manufacturers.

It can be concluded from the preceding results that the dimension of Reliability of service has a significant effect on achieving customer satisfaction and delight in the Palestinian pharmaceutical market. Reliability is a dimension that can be achieved through keeping up their promises to their customers, and dealing with their orders in a dependable and accurate manner. Statistical results prove that in order to achieve customer satisfaction and delight, the companies have to be reliable. The results of the questionnaire with reference to the customers of Jerusalem pharmaceuticals, Dar Al shifaa, and Beir zeit (table 4-29) showed that reliability had a Speirman correlation coefficient = 0.87, 0.82, 0.52 respectively. Therefore we can prove the hypothesis "**The Reliability of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.**"

These results agree with the study of Khaldi (2007) which measured the level of service quality of Islamic banks in Palestine, by using the gap approach with a six dimensional model; in his results reliability was positively related to customer satisfaction.These results also agree with the results of the research conducted by Wu (2006) who examined the relationship among electronic service quality and customer satisfaction & loyalty. In his results system reliability had a significant positive relationship with customer satisfaction and loyalty. The results differ from the results of research done by Aga (2009) who assessed the service quality in relation to customer satisfaction in professional accounting firms operating in North Cyprus. Mehmet Aga performed his test using the SERVQUAL model five dimensions, but in his study, reliability had no significant effect on achieving satisfaction. These also results agree with research done by Jamal (2009) to investigate the effect of service quality on achieving satisfaction and loyalty, his results showed that reliability has a direct and significant effect on satisfaction. These results also agree with the research conducted by Toelle (2006) to investigate service quality attributes along with a measure of perceived value and satisfaction to determine the direct and indirect effect on bank customer's loyalty, his research was performed 200 customers of four major banks in Jakarta-Indonesia; proving that reliability In his results reliability had a direct effect not only on customer value, but also on customer satisfaction and loyalty.

4.2.4 Completeness of service

iv) The completeness of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

Table (4-27): Response (%)-The completeness of service

Response	Percent
Outraged	3.8%
Unsatisfied	15.8%
Neutral	25.7%
Satisfied	**43.1%**
Delighted	**11.5%**

Comment: concerning the Reliability variable we have 54.6% of the respondents vary between satisfied and delighted (43.1% + 11.5%)

Table (4-28):The completeness of service

Paragraph	Mean	Proportional Mean%	Test value	P-value(Sig.)
My orders always arrive complete without any shortages, or damages	3.97	79.44	11.14	**0.000***
The company provides me with information and leaflets about how to administer the drugs to patients , and the needed dosage	3.18	63.69	2.92	**0.002***
I feel that any medicine I purchase from the company comes with a complete package of promotional campaigns, posters, leaflets, and Medical representative follow-up	2.84	56.87	-2.08	**0.019***
I feel that the customer service provided by the company satisfies my all of my needs completely	3.28	65.67	2.82	**0.002***
I feel that the company always searches for new methods to achieve competence in customer care	3.57	71.40	8.28	**0.000***
The sales representative presents and explain the benefits of each offer and promotional campaign , that is launched by the company	3.67	73.48	8.68	**0.000***
The Launching of any new medicine is accompanied by an effective	3.46	69.20	5.92	**0.000***

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marketing plan that completes the launching process and creates demand for that drug				
Completeness of service	**3.42**	**68.42**	**6.54**	**0.000***

* The mean is significantly different from 5

Table 4-28 shows that the mean of the paragraph which had the lowest results *" I feel that any medicine I purchase from the company comes with a complete package of promotional campaigns, posters, leaflets, and Medical representative follow-up "* equals 2.84(56.87%), test value=-2.08, and P-value =0.019 which is smaller than the level of significance $\alpha = 0.05$ .More over the mean of the paragraph which had the highest results*" My orders always arrive complete without any shortages, or damages"* equals 3.97 (79.44%), test value=11.14, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$.

The overall mean of completeness of service equals 3.42(68.42%), test value=6.54, and P-value =0.000, which is smaller than the level of significance $\alpha = 0.05$. Then the mean of completeness of service is significantly greater than the hypothesized value 3. It can be concluded that the completeness of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market

These results agree with the results of the research conducted by Li (2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the level of significance for the completeness of service in outgoing parcel delivery service less than the level of significance $\alpha = 0.05$. This also concludes that completeness of service has a significant effect on achieving customer satisfaction in Parcel delivery service. These results also agree with the results of the research conducted by Wu (2006) who examined the relationship among electronic service quality and customer satisfaction & loyalty. In his results system completeness of service (fulfillment) had a significant positive relationship with customer satisfaction and loyalty.

Table (4-29) Response % of companies concerning the Completeness of service

Response	Jerusalem Pharmaceuticals (JEPHARM)	Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	Beir Zeit Pharmaceuticals (BPC)	Jordan Chemical Laboratory (JCL)	Middle East Pharmaceuticals (MEPHARM)
Outraged	3.4%	2.2%	2.0%	16.7%	7.1%
Unsatisfied	17.1%	11.6%	17.6%	66.7%	7.1%
Neutral	25.5%	27.7%	22.6%	0%	78.6%
Satisfied	42.5%	43.8%	49.7%	16.7%	0%
Delighted	11.6%	14.6%	8.0%	0%	7.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4-29 demonstrates that the completeness of service for Jerusalem pharmaceuticals had 54.1% of respondent satisfied and delighted (11.6% + 42.5%). Dar El shifaa had 58.4% of respondents satisfied and delighted (14.6% + 43.8%). Beir zeit had 57.7% satisfied and delighted (8% + 49.7%). Concerning the last two companies Jordan chemical Labs, and Middle East Pharmaceuticals, they were disqualified because three respondents only answered the questionnaire according to those companies as main purchasing source, which is an insignificant result.

Table (4-30) Sign test for each company concerning the Availability of service

Company	Mean	Proportional Mean%	Test value	P-value(Sig.)
Jerusalem Pharmaceuticals (JEPHARM)	3.41	68.30	4.344	0.000*
Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	3.55	70.96	3.617	0.000*
Beir Zeit Pharmaceuticals (BPC)	3.45	69.09	3.969	0.000*

* The mean is significantly different from 3

From Table 4-30 ,the mean of Dar AL Shifaa (mean= 3.55) was above the overall mean of the completeness of service with a proportional mean equals 70.96%. Also is the mean of Jerusalem pharmaceuticals and Beir Zeit pharmaceuticals were = 3.41, 3.45 respectively; with proportional means equals 68.3%, 69.09% respectively. These results prove that the completeness of service has a significant effect on achieving customer satisfaction and delight in Palestinian pharmaceutical market with reference to each of the three major pharmaceutical manufacturers, which covers over 95% of the customers.

Correlation analysis

There is a significant relationship between the impact of the critical factors of customer's satisfaction and achieving customer satisfaction & delight.

Table (4-31) Correlation Coefficient between the overall Completeness of service and achieving customer satisfaction & delight

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Completeness of service	.683*	0.000

Table 4-26 shows that the Speirman correlation coefficients between Completeness of service and achieving customer delight equals 0.683 with P-value (Sig.) = 0.000 which is smaller that the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Completeness of service and achieving customer satisfaction & delight.

(A) Jerusalem Pharmaceuticals (JEPHARM)

Table (4-32) Correlation Coefficient between Completeness of service of (JEPHARM) and achieving customer satisfaction & delight

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Jerusalem Pharmaceuticals	.664*	0.000
Dar Al Shifaa	.844*	0.000
Beir Zeit Pharmaceuticals	.358*	0.028

Table 4-26 shows that the three main local pharmaceutical manufacturers; Jerusalem pharmaceuticals, Dar Al Shifaa and Beir Zeit pharmaceuticals had Speirman correlation coefficients between Availability of service and achieving customer delight equals 0.664, 0.844, 0.358 respectively with P-value (Sig.) = 0.000 which is smaller that the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Completeness of service and achieving customer satisfaction & delight, concerning each of the three pharmaceutical manufacturers.

It can be concluded from the preceding results that the dimension of Completeness of service has a significant effect on achieving customer satisfaction and delight in the Palestinian pharmaceutical market. The Completeness of service is a dimension that is increasingly being demanded by consumers due to the wide variety of similar products available in the market, which led to increase competition between the rival companies. In our case we have the local pharmaceutical companies who manufacture mainly generic drugs that are similar to each others, therefore the company that will provide its customer with a complete service, in terms of offering drugs in the required quantities, provide technical backup, provide an accurate accounting service to the customers, make discounts and promotion campaigns. Statistical results prove that in order to achieve customer satisfaction and delight, the companies provide a complete service. The results of the questionnaire with reference to the customers of Jerusalem pharmaceuticals, Dar Al shifaa, and Beir zeit (table 4-29) showed that completeness had a Speirman correlation coefficient = 0.64, 0.84, 0.36 respectively. Therefore we can prove the hypothesis "**The completeness of service has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.**"

These results agree with the results of the research conducted by Li (2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the level of significance for the completeness of service in outgoing parcel delivery service less than the level of significance $\alpha = 0.05$. This also concludes that completeness of service has a significant effect on achieving customer satisfaction in Parcel delivery service. These results also agree with the results of the research conducted by Wu (2006)

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who examined the relationship among electronic service quality and customer satisfaction & loyalty. In his results system completeness of service (fulfillment) had a significant positive relationship with customer satisfaction and loyalty.

4.2.5 Professionalism of Service

v) Professionalism has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market

Table (4-33): Response (%)-.Professionalism

Response	Percent
Outraged	1.0%
Unsatisfied	2.9%
Neutral	13.8%
Satisfied	**54.4%**
Delighted	**28.0%**

Comment: concerning the Reliability variable we have 82.4% of the respondents vary between satisfied and delighted (54.4%+28%)

Table (4-34): Professionalism

Paragraph	Mean	Proportional Mean%	Test value	P-value(Sig.)
I feel that the company representative has extensive pharmaceutical knowledge of his products	4.07	81.36	11.63	0.000*
The company representative has the ability to handle any complaints flexibly, and find the proper solution	4.02	80.33	10.83	0.000*
The company representative has extensive knowledge about the prices of the medicine he	4.12	82.49	11.07	0.000*

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is marketing and the prices of all competitive products				
The company representative has extensive knowledge about the Market situation and the rules that govern the pharmaceutical market	4.00	80.00	11.19	0.000*
The company representative is honest and sincere in his propositions	4.26	85.14	12.23	0.000*
The company representative is a good listener	4.06	81.24	11.76	0.000*
The company representative uses selling skills in a professional manner in order to introduce his medicines	3.90	78.00	10.54	0.000*
The company work is well organized and satisfies my needs	3.66	73.26	9.05	0.000*
The company respects the promises of its representative and fulfills them	3.77	75.42	9.60	0.000*
The representatives manners with reference to respect and contact diplomacy .	4.39	87.78	12.40	0.000*
The overall rating of the company's employees attitude in dealing with my pharmacy's requests.	4.03	80.67	11.66	0.000*
The overall appraisal of the representative relating to external look	4.37	87.44	12.38	0.000*
Professionalism	**4.05**	**81.08**	**12.41**	**0.000***

* The mean is significantly different from 5

Table 4-34 shows that the mean of the paragraph which had the lowest results "The *company work is well organized and satisfies my needs"* equals 3.66 (73.26%), test value=9.05, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. Moreover the mean of the paragraph which had the highest result "The *representatives*

manners with reference to respect and contact " equals 4.39 (87.78%), test value=12.40, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$.

The overall mean of professionalism equals 4.05 (81.08%), test value=12.41, and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. Then the mean of professionalism is significantly smaller than the hypothesized value 3. It can be concluded that the professionalism has a significant effect on achieving customer satisfaction & delight in the pharmaceutical market

These results agree with the research conducted by Jamal (2009) which demonstrated that responsiveness is positively related to customer satisfaction which in turn is positively related to loyalty. These results also agree with the results of the research conducted by Li (2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the level of significance for the Professionalism of service in outgoing parcel delivery service less than the level of significance $\alpha = 0.05$. This also concludes that Professionalism of service has a significant effect on achieving customer satisfaction in Parcel delivery service. These results also agree with the research conducted by Toelle (2006) to investigate service quality attributes along with a measure of perceived value and satisfaction to determine the direct and indirect effect on bank customer's loyalty, his research was performed 200 customers of four major banks in Jakarta-Indonesia. In his results professionalism of service (employee performance) had a direct effect not only on customer value, but also on customer satisfaction and loyalty. These results also agree with research conducted by Weininger (2005) about consumer satisfaction in primary care provider, his findings proved the importance of primary care provider professionalism in order to develop trust and achieve satisfaction. These results agree with the research Farra (2007) which aimed at recognizing the level of customer "Pharmacists" satisfaction on sales person performance at Palestinian pharmaceutical companies in the Gaza Strip, in his study he proved that professionalism had a significant effect on achieving customer satisfaction. These results also agree with the research of Chi (2005) which aimed to measure the quality of the services provided by the hospitality

and tourism industry in Eureka springs. In his results he proves that in order to achieve satisfaction there should be handled proactively in a professional manner.

Table (4-35) Response % of companies concerning the Professionalism of service

Response	Jerusalem Pharmaceuticals (JEPHARM)	Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	Beir Zeit Pharmaceuticals (BPC)	Jordan Chemical Laboratory (JCL)	Middle East Pharmaceuticals (MEPHARM)
Outraged	0.4%			0%	0%
Unsatisfied	2.0%	3.3%	3.0%	0%	4.2%
Neutral	14.0%	13.2%	13.8%	0%	20.8%
Satisfied	51.7%	62.0%	62.3%	27.3%	25.0%
Delighted	31.9%	21.5%	21.0%	72.7%	50.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4-35 shows that the Professionalism of service Jerusalem pharmaceuticals had 83.2% of respondent satisfied and delighted (31.9% + 51.7%). Dar El shifaa had 83.5% of respondents satisfied and delighted (21.5% + 62.5%). Beir zeit had 83.3% satisfied and delighted (21% + 62.3%).

Concerning the last two companies Jordan chemical Labs, and Middle East Pharmaceuticals, they were disqualified because three respondents only answered the questionnaire according to those companies as main purchasing source, which is an insignificant result.

Table (4-36) Sign test for each company concerning the Professionalism of service

Company	Mean	Proportional Mean%	Test value	P-value(Sig.)
Jerusalem Pharmaceuticals (JEPHARM)	4.12	82.49	9.512	0.000*
Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	4.02	80.34	5.678	0.000*
Beir Zeit Pharmaceuticals (BPC)	4.01	80.19	5.004	0.000*

* The mean is significantly different from 3

Table 4-36 shows that the mean of Jerusalem pharmaceuticals (mean= 4.12) was above the overall mean of the Professionalism of service with a proportional mean equals 82.5%. Also is the mean of Dar AL Shifaa and Beir Zeit pharmaceuticals were = 4.02, 4.01 respectively; with proportional means equals 80.3%, 80.2% respectively. These results prove that the Professionalism of service has a significant effect on achieving customer satisfaction and delight in Palestinian pharmaceutical market with reference to each of the three major pharmaceutical manufacturers, which covers over 95% of the customers.

Correlation analysis

There is a significant relationship between the impact of the critical factors of customer's satisfaction and achieving customer delight.

Table (4-37) Correlation Coefficient between Professionalism of service and achieving customer satisfaction & delight

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Professionalism of service	.796*	0.000

* Correlation is significant at the 0.05 level

Table 4-37 shows that the Speirman correlation coefficients between Professionalism of service and achieving customer satisfaction & delight equals 0.796 with P-value (Sig.) = 0.000 which is smaller that the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Professionalism of service and achieving customer satisfaction & delight.

Correlation analysis for each company

Table (4-38) Correlation Coefficient between Professionalism of service and achieving customer delight for each company

Paragraphs	Speirman Correlation Coefficient	P-Value (Sig.)
Jerusalem Pharmaceuticals	.816*	0.000
Dar Al Shifaa	.784*	0.000
Beir Zeit Pharmaceuticals	.781*	0.000

* Correlation is significant at the 0.05 level

For the three main local pharmaceutical manufacturers; Jerusalem pharmaceuticals, Dar Al Shifaa , and Beir Zeit pharmaceuticals the Speirman correlation coefficients between Availability of service and achieving customer delight equals 0.664, 0.844, 0.358 respectively with P-value (Sig.) = 0.000 which is smaller that the level of significance, $\alpha = 0.05$, then there exists significant positive relationship between Reliability of service and achieving customer satisfaction & delight, concerning each of the three pharmaceutical manufacturers.

These results agree with the results of the research conducted by Li (2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the level of significance for the Professionalism of service in outgoing parcel delivery service less than the level of significance $\alpha = 0.05$. This also concludes that Professionalism of service has a significant effect on achieving customer satisfaction in Parcel delivery service. These results also agree with the research conducted by Toelle (2006) to investigate service quality attributes along with a measure of perceived value and satisfaction to determine the direct and indirect effect on bank customer's loyalty, his

research was performed 200 customers of four major banks in Jakarta-Indonesia. In his results professionalism of service (employee performance) had a direct effect not only on customer value, but also on customer satisfaction and loyalty. These results agree with the research Farra (2007) which aimed at recognizing the level of customer "Pharmacists" satisfaction on sales person performance at Palestinian pharmaceutical companies in the Gaza Strip, in his study he proved that professionalism had a significant effect on achieving customer satisfaction

4.2.6 The Main Hypothesis

VI) The critical satisfaction factors have a significant effect on achieving customer satisfaction & delight.

Table (4-39): Response (%)- All fields

Response	Percent
Outraged	2.2%
Unsatisfied	6.4%
Neutral	17.8%
Satisfied	**53.5%**
Delighted	**20.1%**

Comment: concerning the main hypothesis we have 73.6% of the respondents vary between satisfied and delighted (53.5%+20.1%)

Item	Mean	Proportional Mean%	Test value	P-value(Sig.)
All fields	**3.83**	**76.56**	**12.23**	**0.000***

* The mean is significantly different from 3

Table 4-39 shows that the mean of the impact of the critical satisfaction factors equals 3.83 (76.56%), test value=12.23, and P-value =0.000 which is smaller than the level of

significance $\alpha = 0.05$. Then the mean of the impact of the critical factors of customer's satisfaction is significantly greater than the hypothesized value 3. It can be concluded that the critical satisfaction factors have a significant effect on achieving customer satisfaction & delight in the pharmaceutical market.

Figure (4-1): The proportional mean for the five factors affecting customer satisfaction & delight
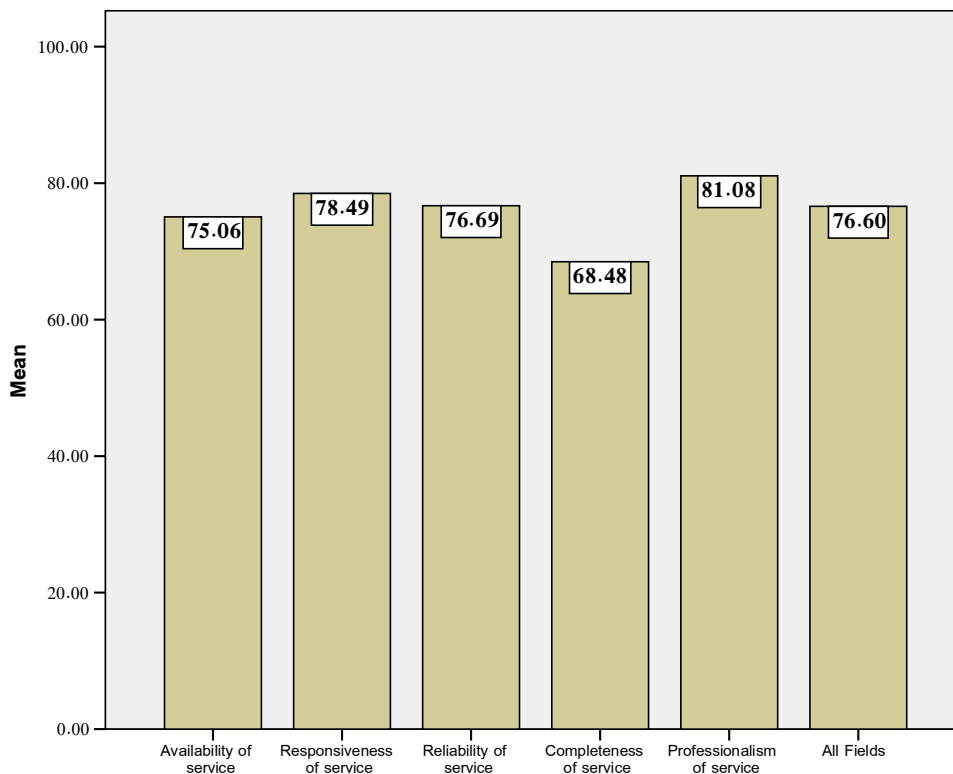
Figure 4-1 demonstrates that all the five factors have significant effect on achieving customer satisfaction & delight, since all the five factors have proportional mean greater than 60%. Moreover together all of the five factors combined they had a proportional mean = 76.6%.

1) Professionalism of service.

2) Responsiveness of service

3) Reliability of service

4) Availability of service

5) Completeness of service

These results agree with the study of Jamal (2009) which tested the SERVQUAL and its relation to customer satisfaction, his model was based on five dimensions reliability (the ability of service firms to perform the promised service dependably and accurately); responsiveness (willingness to help customers and provide quick service); assurance (the knowledge and courtesy of a firm's employees and their ability to inspire trust and confidence); empathy (caring and personalized attention provided by the service firm); and tangibles (e.g. the physical facilities, equipment and appearance of a firm's employees). His results demonstrated that those dimensions are positively related to customer satisfaction which in turn is positively related to loyalty. These results also agree with the results of the research conducted by Li (2002) about the critical factors of customer satisfaction in the parcel deliver service where he had the level of significance for the five variables together of service in outgoing parcel delivery service less than the level of significance $\alpha = 0.05$. These results also agree with the study of Khaldi (2007) which measured the level of service quality of Islamic banks in Palestine, by using the gap approach with a six dimensional model; in his results he proved that all of the six dimensions were positively related to customer satisfaction

Table (4-40) Response % of companies concerning the five variable (all fields)

Response	Jerusalem Pharmaceuticals (JEPHARM)	Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	Beir Zeit Pharmaceuticals (BPC)	Jordan Chemical Laboratory (JCL)	Middle East Pharmaceuticals (MEPHARM)
Outraged	1.5%	2.3%	1.3%	13.7%	4.7%
Unsatisfied	5.8%	7.0%	5.9%	19.6%	8.5%
Neutral	16.9%	17.8%	19.8%	9.8%	30.2%
Satisfied	53.4%	55.0%	56.5%	41.2%	40.6%
Delighted	22.4%	17.9%	16.5%	15.7%	16.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4-40 shows that for the five factors together Jerusalem pharmaceuticals had 75.8% of respondent satisfied and delighted (16.9% + 53.4%). Dar El shifaa had 72.9% of respondents satisfied and delighted (17.9% + 55%). Beir zeit had 72.9% satisfied and delighted (16.5% + 56.5%). Concerning the last two companies Jordan chemical Labs, and Middle East Pharmaceuticals, they were disqualified because three respondents only answered the questionnaire according to those companies as main purchasing source, which is an insignificant result.

Table (4-41) Sign test for each company concerning the five factors together

Company	Mean	Proportional Mean%	Test value	P-value(Sig.)
Jerusalem Pharmaceuticals (JEPHARM)	3.90	77.91	9.512	0.000*
Dar Al Shifaa Pharmaceuticals (PHARMA CARE)	3.78	75.69	5.444	0.000*
Beir Zeit Pharmaceuticals (BPC)	3.81	76.20	5.199	0.000*

* The mean is significantly different from 3

Table 4-41 shows that the mean of Jerusalem pharmaceuticals = 3.9 with a proportional mean equals 77.91%. Also is the mean of Dar AL Shifaa and Beir Zeit pharmaceuticals were = 3.78, 3.81 respectively; with proportional means equals 75.69%, 76.2% respectively. These results prove that the critical factors of customer satisfaction have a significant effect on achieving customer satisfaction and delight in Palestinian pharmaceutical market with reference to each of the three major pharmaceutical manufacturers, which covers over 95% of the customers.

Statistical hypothesis tests:

1. Mann-Whitnay test to examine if there is a statistical significant difference between the respondents toward the critical factors and customer delight due to gender

2. The Kruskal-Wallis test is used to check and if there are any significant difference between the respondents toward the critical factors and customer delight due to personal traits (age, degree, experience, work location, Pharmacy weekly purchases).

4.3 Differences Hypothesis

There is a significant difference between the respondents toward the critical factors and customer delight due to personal traits (gender, age, degree, experience, work location, Pharmacy weekly purchases).

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

4.3.1 There is a significant difference between the respondents toward the critical factors and customer satisfaction & delight due to gender

Table (4-42) shows that the p-value (Sig.) = 6.79 which is greater than the level of significance α = 0.05 for each field, then there is insignificant difference between the respondents toward the critical factors and customer delight due to gender. It can be concluded that the respondents' gender has no effect on the critical factors and customer satisfaction & delight.

These results agree with the study conducted by Shank (2002) where he also had no difference among respondents according to gender. Moreover the results agree with the study conducted by El Farra (2007) where he also concluded from his results there was no difference between respondents according to results.

Table (4-42): Mann-Whitney test of the fields and their p-values for Gender

Field	Test value	P-value(Sig.)
Availability of service	0.616	0.538
Responsiveness of service	1.184	0.236
Reliability of service	0.184	0.854
Completeness of service	1.377	0.168

Professionalism of service	0.814	0.416
All Fields	0.413	0.679

4.3.2 There is a significant difference between the respondents toward the critical factors and customer satisfaction & delight due to age

Table (4-43) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference between the respondents toward the critical factors and customer delight due to age. It can be concluded that the respondents' age has no effect on the critical factors and customer satisfaction & delight.

These results agree with the study conducted by Morely (2004) in his study about Customer based satisfaction and dissatisfaction in b2b services, where he also had insignificant effect of age on the results. Moreover Shank (2002) had the same results in her study about consumers' perception of quality, value, and satisfaction.

Table (4-43): Kruskal-Wallis test of the fields and their p-values for Age

Field	Test Value	df	Sig.
Availability of service	3.927	3	0.269
Responsiveness of service	5.337	3	0.149
Reliability of service	5.824	3	0.121
Completeness of service	1.241	3	0.743
Professionalism of service	1.130	3	0.770
All Fields	3.190	3	0.363

* df : Degrees of Freedom

4.3.3. There is a significant difference between the respondents toward the critical factors and customer satisfaction & delight due to degree.

Table (4-44) shows that the since the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference between the respondents toward the critical factors and customer satisfaction & delight due to degree. It can be concluded that the respondents' degree has no effect on the critical factors and customer satisfaction & delight.

These results agree with the study conducted by Shank (2002) had the same results in her study about consumers' perception of quality, value, and satisfaction, where she had insignificant effect of degree on the results.

Table (4-44): Kruskal-Wallis test of the fields and their p-values for Degree

Field	Test Value	df	Sig.
Availability of service	1.196	2	0.550
Responsiveness of service	0.067	2	0.967
Reliability of service	1.301	2	0.522
Completeness of service	2.238	2	0.327
Professionalism of service	0.460	2	0.794
All Fields	0.059	2	0.971

* df: Degrees of Freedom

4.3.4 There is a significant difference between the respondents toward the critical factors and customer satisfaction & delight due to experience.

Table (4-45) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference between the respondents toward the critical factors and customer delight due to experience. It can be concluded that the

respondents' experience has no effect on the critical factors and customer satisfaction & delight.

These results agree with the study conducted by Hazboun (2006), she had the same results in her study about CRM in Palestinian pharmaceutical Industry. She had insignificant effect of experience on the results.

Table (4-45): Kruskal-Wallis test of the fields and their p-values for Experience

Field	Test Value	df	Sig.
Availability of service	8.050	4	0.090
Responsiveness of service	3.293	4	0.510
Reliability of service	0.672	4	0.955
Completeness of service	5.106	4	0.277
Professionalism of service	1.759	4	0.780
All Fields	1.772	4	0.778

* df : Degrees of Freedom

4.3.5 *There is a significant difference between the respondents toward the critical factors and customer satisfaction & delight due to work location.*

Table (4-46) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for each field, then there is significant difference between the respondents toward the critical factors and customer delight due to work location. It can be concluded that the respondents' work location has an effect on the critical factors and customer satisfaction & delight.

These results agree with the study conducted by Farra (2007) he had significant differences effect of work location on the results. They were mainly in the middle area and Rafah

Table (4-46): Kruskal-Wallis test of the fields and their p-values for Work Location

Field	Test Value	df	Sig.
Availability of service	36.855	4	0.000
Responsiveness of service	20.460	4	0.000
Reliability of service	10.169	4	0.038
Completeness of service	10.835	4	0.028
Professionalism of service	24.194	4	0.000
All Fields	27.367	4	0.000

* df : Degrees of Freedom

Table (4-47) shows the mean rank for each governorate. It can be concluded that :

• For Availability, Responsiveness, Reliability of service, and all fields together, Khanyounis Governorate respondents have the highest mean among the other governorates toward these services and customer satisfaction & delight. This can be explained in terms of the importance of Khanyounis governorate in the south area of Gaza, since most of the important and specialized doctors in the southern are located in Khanyounis which is considered as the center of the south, but on the other none of the pharmaceutical companies have any warehouses located in Khanyounis, and most of them send their delivery trucks to the southern are 2 days each week. This causes delays in delivering the orders and providing the services. And since Khanyounis is a demanding governorate due to the pharmaceutical activity, there is always attention on the issues related to making the products available, delivering them in the quickest time, and being reliable in delivering order in the correct manner.

• Completeness of service, North Governorate respondents have the highest mean among the other governorates toward the Completeness of service and customer satisfaction & delight.

• For Professionalism of service, Rafah Governorate respondents have the highest mean among the other governorates toward the Professionalism of service and customer

satisfaction & delight. This results agrees with the result of the research conducted by Faraa (2007), where he also concluded that Rafah governorate respondents focus on Professionalism.

Table (4-47): Mean rank for each governorate

Field	Governorate				
	Gaza	North	Middle	Khanyounis	Rafah
Availability of service	66.10	82.96	109.95	**121.20**	119.33
Responsiveness of service	72.33	88.72	96.39	**122.39**	106.04
Reliability of service	81.41	97.17	80.44	**113.36**	105.52
Completeness of service	77.67	**107.21**	98.98	106.50	83.00
Professionalism of service	70.22	96.29	93.81	106.45	**124.86**
All Fields	68.96	94.50	99.84	**121.00**	115.91

Chapter 5
Conclusion and
Recommendations

chapter 5
Conclusion & Recommendations

5.1 Conclusion

The present research seeks to add the construct of the critical satisfaction factors to the framework of achieving customer's satisfaction & delight by testing a model that links the relationship between all the five factors (availability of service, responsiveness of service, reliability of service, completeness of service, and professionalism of service) to achieving customer satisfaction & delight. The research concluded that all of the five factors were statistically significantly positively correlated with the overall customer satisfaction & delight. Although evaluating any of the five factors separately provides deep insight in how to improve marketing performance. However the real power about these five factors lies within the synergy between them. Together all of the five factors combined they had a proportional mean = 76.6%. Therefore through aligning the five factors companies can improve their abilities and capacities to better serve their customers and achieve their satisfaction & delight.

1. The research discovered that the professionalism of service was the most important among the five factors with respect to all customers. This is due to the fact that most of the customer's interaction with the pharmaceutical companies is done through sales representatives through which a long term business relationship is built between the customer and the representative, who represent the front line staff in the pharmaceutical Market, thus they must strive for the highest level of customer service, in order to achieve customer satisfaction & delight, and increase customer retention, which will be reflected as an increase in sales.

2. On the other hand the research discovered that the completeness of service was the least important among the five factors with respect to all the customers. This is related to the Palestinian culture of always living in difficulties, therefore most of our customers don't expect to get a perfect service.

3. There is a level of customer satisfaction & delight in the pharmaceutical market related to the availability of service provided by the pharmaceutical companies with a proportional mean = 74.9%. The study population agrees that the pharmaceutical companies should satisfy their pharmaceutical needs, and provide them with drugs in the quantities they request, and provide them with a wider variety of pharmaceutical products, and provide them with excellent accounting service, and provide them with the technical backup services related to the uses of the drugs, and provide them with a regular visit on weekly basis from the company representatives take their orders and solve any problems related to nearly expired items, also the companies should provide enough communication channels for the pharmacists to contact the company through.

4. There is a level of customer satisfaction & delight in the pharmaceutical market related to the Responsiveness of service provided by the pharmaceutical companies with a proportional mean = 78.4 %. The study population agrees that the pharmaceutical companies should respond to their phone calls promptly, and reply to their inquiries directly, and process their orders through a fast procedure, and provide them with any offers at the beginning of the discount period, and handle their complains responsively, and assist them in solving issues related to nearly expired items.

5. There is a level of customer satisfaction & delight in the pharmaceutical market related to the Reliability of service provided by the pharmaceutical companies with a proportional mean = 76.7 %. The study population agrees that the pharmaceutical companies should conduct extensive promotional campaigns for their products, and work harder to build pharmacists confidence in the local pharmaceutical medicines, and ensure that orders are delivered on time, and never lose an order, and fulfill customers order from the first request in the right manner, and make the pharmacists feel that the company is keen to control the pharmacy's account, and they should work harder to shorten the time the drugs stay on the pharmacy shelves, and act in attitude that provides the feeling of reliability to the customers.

6. There is a level of customer satisfaction & delight in the pharmaceutical market related to the completeness of service provided by the pharmaceutical companies with a proportional mean = 68.4 %. The study population agrees that the pharmaceutical companies should deliver complete order without any shortages, and deliver completer information and leaflets related to drug administration, and provide their customers with a complete package of promotional campaigns, posters, leaflets, and Medical representative follow-up, and companies should satisfy their customers need completely, and companies should always search for new methods to achieve competence in customer care, and they should complete the launching of any new product with a marketing plan.

7. There is a level of customer satisfaction & delight in the pharmaceutical market related to the professionalism of service provided by the pharmaceutical companies with a proportional mean = 81.1 %. The study population agrees that the pharmaceutical companies' representatives should have extensive knowledge of their products and they should have ability to handle any complaints flexibly, and find the proper solution, and they should have extensive knowledge about the prices of the medicine they market and the prices of all competitive products. Moreover the companies' representatives must know the Market situation and the rules that govern the pharmaceutical market, and they should be honest and sincere in their propositions, also they should be good listeners, and uses selling skills in a professional manner in order to introduce his medicines. In addition to that companies should respect the promises of their representative and fulfills them.

8. There is insignificant difference between the respondents toward the critical factors and achieving customer satisfaction & delight due to gender, because the p-value (Sig.) = 0.679 which is greater than the level of significance α = 0.05 for each field. It can be concluded that the respondents' gender has no effect on the critical factors and customer satisfaction & delight.

9. Then there is insignificant difference between the respondents toward the critical factors and achieving customer satisfaction & delight due to age, because the p-value (Sig.) = 0.363 which is greater than the level of significance α = 0.05. It can

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be concluded that the respondents' age has no effect on the critical factors and achieving customer satisfaction & delight.

10. There is insignificant difference between the respondents toward the critical factors and achieving customer satisfaction & delight due to degree, because the p-value (Sig.) = 0.971 which is greater than the level of significance $\alpha = 0.05$. It can be concluded that the respondents' degree has no effect on the critical factors and achieving customer satisfaction & delight.

11. There is insignificant difference between the respondents toward the critical factors and achieving customer satisfaction & delight due to experience, because the p-value (Sig.) = 0.778 which is greater than the level of significance $\alpha = 0.05$. It can be concluded that the respondents' experience has no effect on the critical factors and achieving customer satisfaction & delight.

12. There is significant difference between the respondents toward the critical factors and customer satisfaction & delight due to work location, because the p-value (Sig.) = 0.000 is smaller than the level of significance $\alpha = 0.05$. It can be concluded that the respondents' work location has an effect on the critical factors and customer delight. For Availability, Responsiveness, Reliability of service, and all fields together, Khanyounis Governorate respondents have the highest mean among the other governorates toward these services and customer delight. Completeness of service, North Governorate respondents have the highest mean among the other governorates toward the Completeness of service and customer delight. For Professionalism of service, Rafah Governorate respondents have the highest mean among the other governorates toward the Professionalism of service and customer satisfaction & delight.

This study is a first attempt to focus the attention on the topic of customer satisfaction & delight in the Palestinian pharmaceutical market. Like most first steps, it leaves more questions than answers. However it has provided a tentative conceptual framework which can be expanded upon by future researchers. Several ideas for future research emerge from this study. Perhaps the first and overriding research focus for future studies of

delight is a measurement concept. Delight requires a study so that a multi-item scale can be constructed that will discriminate delight from its close relatives such as joy.

Too many organizations are like buckets leaking customers through a hole in the bottom. Worse still, they tend to allocate more resources to pouring new customers into the top of the bucket than to plugging the leak in the bottom. This study has identified some managerial implications which can be used by pharmaceutical companies to improve their performance and closing any leaks they have.

5.2 Recommendations

1. There is a need to adjust organizational processes within the pharmaceutical companies to achieve higher marketing performance. Companies have to transform from being product and process oriented to becoming customer oriented

2. A successful pharmaceutical company must build customer knowledge competence through improvement of the current processes that include customer data acquisition and data interpretation.

3. Companies should improve their employee evaluation and report systems in order to create motivational behavior driven environments that focus effort toward building strong customer relationship. This can be done by implementing a specific reward system based on behavior, parallel to revenue rewarding system in order to improve customer focus performance.

4. Senior management can empower the professionalism of their staff by investing into training programs in order to nurture and improve the capabilities of their front line representatives, and to advance the current ways of doing business.

5. Senior management must assure on creating customer oriented culture in the company in order to become more responsive to customers needs and expectations.

6. Companies must enhance develop the presentation and detailing skills of their sales representatives.

7. Companies need to provide their representative with all the needed promotional materials and gifts in order support their work.

8. Companies have to commit to any promise given by their representatives to a customer and they need to fulfill that promise.

9. Sales representatives must focus on achieving delight rather than just delivering the basic product, they must fortify their skills with creative ideas, and negotiation skills in order to surprise their customer and indulge them.

10. Sales representative must focus on solving any problems directly without delay in order to avoid any dissatisfaction incident with pharmacists

11. Sales representatives should enforce the product knowledge, scientific pharmaceutical knowledge, market rules, and information about their competitors' activities and market strategies.

12. Sales representative should always answer their mobile phone and even if they are busy, they should answer the call and tell the caller that they will call them back.

13. Sales representative should stick to the formal dress code during their work, because this enforces their professional image in the mind of the customers.

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Appendix

Appendix 1

Refereeing and refining

After the questionnaire was designed and revised several times, it was refereed and refined by university professors, doctors, and statisticians. Finally the final copy was ready to be distributed on the study population

<u>*Referees*</u>

1. Dr. Majed El Farra
2. Dr. Sami Abo Roos
3. Dr. Yousef Bahar
4. Dr. Khalil Namrouti
5. Dr. Seif El Deen Ouda
6. Dr. Nehaya Telbany
7. Mr. Farouq Masroujeh
8. Dr. Sameer Safi

Appendix 2

بسم الله الرحمن الرحيم

Islamic University – Gaza
Faculty of commerce
Business Administration Department

Questionnaire

Dear Sir

Kindly be informed that I am conducting a scientific research in the field of Marketing, which is about the critical factors affecting customers delight in the Palestinian pharmaceutical Market. This research is a partial fulfillment for the requirement of a Masters degree in Business Administration from the Islamic University in Gaza. The main objective of the research is to study the Factors affecting customer's satisfaction and leading to his delight.

The survey should not take more than ten minutes, please feel free to participate in this survey or not. The information from the questionnaire will be confidential, and will be used for the purpose of scientific research only.

Best Regards

Researcher : Waseem Farouq Masroujeh

PS: for any questions please call the researcher on the mobile number 0599-296250

Questionnaire

Personal information

1- Sex   Male ☐   Female ☐

2- Age : 20- less tan 30 ☐   30 –less than 40 ☐   40 – less tan 50 ☐   50 &   ☐
above

3- Degree: Diploma ☐   Bachelor ☐   Master ☐   Doctorate ☐

4- Years of Experience: _____

5- Work Location:

    A) Gaza Governorate   B) North Governorate

    C) Middle Governorate   D) Khanyounis Governorate

    E) Rafah Governorate

6- How do you conduct your drug procurement from the pharmaceutical companies?

    A) Through Sales representative _____%   B) Directly from the company
_____%

    C) Purchase by phone _____%

7- Please specify the percentage of your purchases from the pharmaceutical companies
(%)

_____% Jerusalem Pharmaceuticals (JEPHARM)

_____% Dar Al Shifaa Pharmaceuticals (PHARMA CARE)

_____% Beir Zeit Pharmaceuticals (BPC)

_____% Jordan Chemical Laboratory (JCL)

_____% Middle East Pharmaceuticals (MEPHARM)

  100 % Total

9- Please specify the amount of your Pharmacy weekly purchases _____NIS

From 5000 to 1,000 NIS ☐   11,000 to 20,000 NIS ☐

21,000 to 30,000 NIS ☐   More than 30,000 NIS ☐

This section contains questions about your opinion of the service provided by the major pharmaceutical company you deal with.

#	Firstly: **Availability of service:** The degree to which I can access the pharmaceutical company and their customer service.	Delighted	Satisfied	Neutral	Unsatisfied	Outraged
1	I feel that the company satisfies my pharmaceutical needs regularly.					
2	The company provides me with drugs in the quantities I request.					
3	The company provides me with excellent accounting services in order to follow up the balance of the pharmacy account and solving the aging balance problems					
4	The company provides me with the technical backup related to the usage of the pharmaceutical products and administering the correct dose					
5	The company representative visits me twice weekly regularly according to a predetermined schedule					
6	The company provides me with the service of following up my orders					
7	The Company provides me with a wide variety of pharmaceutical products that covers all patients needs					
8	The company provides me with valuable consulting services by supplying me with information about the products in the markets and advice related to purchasing the right order					

#		Delighted	Satisfied	Neutral	Unsatisfied	Outraged
9	There is a specialized employee available to provide ordering and follow up service by phone					
10	If I want to solve a problem in an order by calling the medical representative he is available to help me					
11	When I go to the company H.Q to solve a problem in an order, my request is fulfilled					
12	I feel that there are enough communication channels available for me to cover my needs					
#	Secondly: **Responsiveness of service:** The degree to which the pharmaceutical company staff reacts promptly and appropriately.	Delighted	Satisfied	Neutral	Unsatisfied	Outraged
1	When I called the company representative he answered me after	after 1 ring	after 3 rings	after 5 rings	more than 5 rings	Doesn't answer
2	When I require information from the company representative about the monthly offers, items available, and pharmacy orders he provides me with the information directly without any delay					
3	When I call the company , the overall call waiting time is acceptable					
4	When I want to place an order from the company by phone, the procedure is very fast and professional.					
5	The degree of the employees responsiveness when I want to place an order					
6	I am provided with any promotional material and offers directly from the beginning of any campaign					
7	When I wanted to meet the company manager, he was available					

#		Delighted	Satisfied	Neutral	Unsatisfied	Outraged
8	I feel that the company's internal office work doesn't prevent the employees from directly responding to me when I go the company headquarter					
9	when I ask for an account statement that details the pharmacy's debt, I receive it promptly without any delay					
10	The degree of the employees responsiveness in handling any complain					
11	The company representative helps me with sales effort and ideas in order to solve any problem related nearly expire items					
#	Thirdly : **Reliability of service** The degree to which pharmaceutical products are delivered to me in the right place, right time, and without any damages.	Delighted	Satisfied	Neutral	Unsatisfied	Outraged
1	I'm confident that the medicines that the company offers are accompanied by effective promotional medical campaigns.					
2	I rely on the items of the company in order to fulfill my customers needs because I trust its efficacy					
3	I trust that the orders will be delivered on time according to the date promised by the sales representative					
4	it never happened that an order was lost and didn't arrive to the pharmacy					
5	I feel confident that the company will fulfill my order in the right manner from the first time I order it.					
6	I am confident that the company representative will solve any problems related to nearly expired medicine					

#		Delighted	Satisfied	Neutral	Unsatisfied	Outraged
7	I feel that the company representative is implementing a well organized visiting schedule					
8	I feel that the company is keen to help me to control my pharmacy account					
9	The time that the products stays on the shelves is the shortest between other pharmaceutical company (shelf-life)					
10	The employees attitude gives the impression of reliability					
#	Fourthly: **Completeness of service:** The degree to which the all components of the service are finished.	Delighted	Satisfied	Neutral	Unsatisfied	Outraged
1	My orders always arrive complete without any shortages, or damages					
2	The company provides me with information and leaflets about how to administer the drugs to patients , and the needed dosage					
3	I feel that any medicine I purchase from the company comes with a complete package of promotional campaigns, posters, leaflets, and Medical representative follow-up					
4	I feel that the customer service provided by the company satisfies my all of my needs completely					
5	I feel that the company always searches for new methods to achieve competence in customer care					
6	The sales representative presents and explain the benefits of each offer and promotional campaign , that is launched by the company					

#		Delighted	Satisfied	Neutral	Unsatisfied	Outraged
7	The Launching of any new medicine is accompanied by an effective marketing plan that completes the launching process and creates demand for that drug					
#	Fifthly : **Professionalism of service** The degree to which the pharmaceutical company uses suitable professional behaviors while working with me, such as politeness, respect, consideration, truthfulness, and friendliness	Delighted	Satisfied	Neutral	Unsatisfied	Outraged
1	I feel that the company representative has extensive pharmaceutical knowledge of his products					
2	The company representative has the ability to handle any complaints flexibly, and find the proper solution					
3	The company representative has extensive knowledge about the prices of the medicine he is marketing and the prices of all competitive products					
4	The company representative has extensive knowledge about the Market situation and the rules that govern the pharmaceutical market					
5	The company representative is honest and sincere in his propositions					
6	The company representative is a good listener					
7	The company representative uses selling skills in a professional manner in order to introduce his medicines					
8	The company work is well organized and satisfies my needs					
9	The company respects the promises of its representative and fulfills them					

10	The representatives manners with reference to respect and contact diplomacy .					
11	The overall rating of the company's employees attitude in dealing with my pharmacy's requests.					
12	The overall appraisal of the representative relating to external look					

Kindly write an incident when you felt really delighted from the services of the company

_____

_____

_____

Kindly write an incident when you felt really Outraged from the services of the company

_____

_____

_____

Thank you

Appendix 3

بسم الله الرحمن الرحيم

<div dir="rtl">

الجامعة الإسلامية– غـــزة

عمادة الدراسات العليـــــا

كليــــــة التجـــــــــارة

قســـم إدارة الأعمـــال

استبيان

حضرة الصيدلي   المحترم

تحية طيبة وبعد،

يرجى التكرم بـالعلم أننـي أقوم بعمل بحـث علمـي فـي مجـال التسـويق، و هـو دراسـة عـن **العوامـل المؤثرة على رضا الزبون،** و ذلك كمتطلب للحصـول علـى درجـة الماجستير فـي التسـويق ضـمن برنامج ماجستير إدارة الأعمال في الجامعة الإسلامية. يهدف هذا البحث إلى دراسـة العوامـل المؤثرة على رضا الصيدلي عن أداء شركات الأدوية المحلية في السوق الدوائي الفلسطيني.

نرجو منكم المشاركة فـي هذا البحـث و تعبئـة هذا الإسـتبيان و لكـم مطلق الحريـة فـي المشاركة أو الإمتناع، و سـتكون المعلومات التي ستدلون بها محـل السرية التامة و لهدف البحـث العلمـي فقط و لـن تؤثر على الوضع الوظيفي أو أي شئ آخر، و ستنشر النتـائج بصورة جماعية و ليست فردية.

و لكم منا جزيل الشكر و التقدير

الباحث: وسيم فاروق مسروجه

ملاحظة: للإستفسار عن أية معلومات يرجى الإتصال على جوال رقم 0599-296250

</div>

استبيان

ضع دائرة حول الإجابة التي تناسبك:

معلومات شخصية:

1- الجنس☐ ذكر ☐ أنثى

2- العمر : 20 – أقل من 30سنة☐ 30-أقل من 40 سنة☐ 40-أقل من 50 سنة ☐ 50 فأكثر ☐

3- المؤهل العلمي: دبلوم☐ بكالوريوس ☐ ماجستير ☐ دكتوراه

4- سنوات الخبرة: _____

5- منطقة العمل: 1) محافظة غزة ☐ 2) محافظة الشمال☐ 3) محافظة الوسطى ☐

4) محافظة خانيونس☐ 5) محافظة رفح ☐

6- كنسبة مئوية كيف تتعامل الصيدلية مع شركات الأدوية؟

1) التعامل عبر المندوب ـــــــ % 2) الشراء مباشرة من مقر الشركة ـــــــ %

3) التعامل عبر الهاتف / جوال ـــــــ %

7- الرجاء تحديد نسبة تعامل الصيدلية مع الشركات الدوائية التالية (نسبة مئوية)

ـــــــ % شركة القدس للمستحضرات الطبية (JEPHARM)

ـــــــ % شركة دار الشفاء للصناعات الدوائية (PHARMA CARE)

ـــــــ % شركة بير زيت للأدوية (BPC)

ـــــــ % شركة المصنع الكيماوي الأردني للأدوية (JCL)

ـــــــ % شركة معامل الشرق الأوسط للأدوية (MEPHARM)

__100__% المجموع

8- الرجاء تقدير حجم مشترياتكم من **جميع الشركات في الأسبوع الواحد** ــــــــــــ NIS

☐ ☐ ☐ ☐
أقل من 1,000   1,100 – أقل من 2,000   2,000 – أقل من 3,000   أكثر من 3,000

التي تتعاملون معها اكبر تعامل رأيكم في الخدمات المقدمة من شركة الأدوية يحتوي حول هذا القسم

#	أولاً: توفر الخدمة: Availiblity of Service ما هو المدى الذي يمكنني فيه الحصول على السلعة و مدى توفر خدمة الزبائن.	مرضي جداً و مبهج	مرضي	محايد	غير مرضي	غير مرضى أبداً
1	الشركة دائماً تزودني باحتياجاتي من الأدوية بانتظام و بشكل دوري.					
2	توفير المستحضرات الطبية للصيدلية بالكميات المناسبة					
3	الشركة توفر خدمات محاسبية جيدة لمتابعة رصيد الصيدلية و معرفة قيمة المتأخرات و حل المشاكل المالية					
4	الشركة توفر الدعم الفني المتعلق بكيفية استخدام المستحضرات و الجرعات الدوائية					
5	الشركة توفر زيارة منتظمة لمندوبها من أجل متابعة إحتياجات الصيدلية.					
6	الشركة توفر خدمة متابعة طلبيات الصيدلية بشكل فعال.					
7	الشركة توفر مزيج من الأصناف يمتاز بالتنوع الكافي لتغطية أغلب إحتياجات المرضى من المستحضرات الدوائية.					
8	توفر الشركة خدمات إستشارية قيمة من خلال تزويدي بمعلومات حول وضع الأصناف في السوق و نصائح متعلقة بالطلبيات					
9	توفر الشركة موظف مختص لتقديم خدمة متابعة الطلبيات **عبر الهاتف**					
10	إذا أردت الحصول على المساعدة من الشركة **عبر المندوب** لحل مشكلة في طلبية، فإنه يكون متوفر لمساعدتي					
11	**في حال الذهاب إلى الشركة** للحصول على المساعدة في حل مشكلة في طلبية، تتم تلبية رغبتي.					
12	أشعر أن الشركة لديها وسائل إتصال كافية تمكنني من الحصول على أجوبة لكل ما أريد					

غير مرضى أبداً	غير مرضي	محايد	مرضي	مرضي جداً و مبهج	Responsiveness التجاوب: ثانيا: مدى تجاوب مندوبين المبيعات و موظفين خدمة الزبائن و مبادرتهم لتلبية رغباتي بشكل	#
لا يرد على الجوال	أكثر 6 رنات	بعد 5 رنة	بعد 3 رنة	بعد 1 رنة	عندما اتصل **بمندوب الشركة** من أجل عمل طلبية أو متابعة مشكلة يرد علي دائما	1
					عندما استفسر من **المندوب** عن معلومات حول الأدوية المتوفرة، و العروض الشهرية ، فإنه يقدم لي المعلومات مباشرة و بدون تأخير	2
					عندما اتصل بالشركة **عبر الهاتف،** تكون مدة الإنتظار مقبولة من أجل تلبية رغبتي.	3
					عندما أريد عمل طلبية من الشركة **عبر الهاتف،** تتم تلبية رغبتي بسرعة و بمهنية.	4
					مدى تجاوب المندوب في تلبية رغبتي عندما أريد عمل طلبية أدوية.	5
					يتم تزويدي بالعروض و الحملات من بدايتها و بدون تأخير	6
					مقابلة مدير الشركة تكون سهلة و ميسرة في الوقت الذي أطلبه	7
					إنشغال الموظفين بالأعمال الداخلية لا يمنعهم من الإستجابة الفورية لي عند ذهابي إلى الشركة	8
					مدى تجاوب الشركة في تقديم كشف حساب يبين تفاصيل رصيد الصيدلية	9
					طاقم الشركة متجاوب جداً في معالجة أي مشكلة أو شكوى.	10
					عندما أواجه مشاكل مع أصناف قريبة الإنتهاء فإن المندوب يتجاوب معي في حلها (بالأفكار و البيع)	11
غير مرضى أبداً	غير مرضي	محايد	مرضي	مرضي جداً و مبهج	Reliability الثقة في الشركة والإعتماد عليها: ثالثا: الحصول على المنتج في الوقت المناسب و المكان المناسب و أن تكون خالية من العيوب	#
					أثق بأن الأدوية التي تعرضها علي الشركة يوجد خلفها حملات دعاية طبية فاعلة.	1
					أعتمد على أصناف الشركة في سد حاجة زبائني بشكل كبير، لأنني أثق بفاعليتها	2

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						#
					أثق بأن الطلبيات ستصلني دائما في **الوقت الموعود** من المندوب	3
					لم يحدث أبدا أن تضيع طلبية لي أو لم تصلني	4
					أثق بأن الشركة ستوفرلي طلبياتي بالشكل الصحيح و المطلوب من المرة الأولى.	5
					أثق بأن المندوب سيساهم في حل مشاكل الاصناف قريبة الإنتهاء بالشكل المرضي	6
					أثق بأن مندوب الشركة ينفذ برنامج زيارات محدد و متفق عليه	7
					أثق بأن الشركة حريصة على مساعدتي في ضبط حساب الصيدلية	8
					أثق بأن الفترة التي تمكث فيها أدوية الشركة على الأرفف هي الأقصر من الفترة التي تقضيها أدوية باقي الشركات	9
					سلوك موظفين الشركة يعطي إنطباع بالثقة	10
					أثق بقدرة الشركة على التطوير و تقديم منتجات جديدة للسوق	11

غير مرضى أبداً Outraged	غير مرضي Unsatisfied	محايد Neutral	مرضي Satisfied	مرضي جداً و مبهج Delighted	رابعاً: إكتمال الخدمة: ماهو مدى حصولك على جميع مكونات الخدمة و خدمة الزبائن من الشركة	#
					الطلبيات تصلني دائماً كاملة و بدون أي **نواقص أو توالف**	1
					الشركة تزودني بمعلومات **متكاملة** حول كيفية إستخدام الأدوية مع المرضى و كيفية تحديد الجرعات الدوائية لكل فئة عمرية	2
					مدى **تكامل** الخدمات المحاسبية المقدمة من الشركة لمتابعة الرصيد و معرفة المتأخرات	3
					عندما أشتري أي منتج من الشركة ، أحصل على حزمة **متكاملة** من الدعاية الطبية الفاعلة، النشرات اللازمة، الخصومات المناسبة، و العروض الجذابة	4
					أشعر بأن خدمة الزبائن المقدمة من الشركة تلبي إحتياجاتي **بالكامل**	5
					أشعر أن الشركة تبحث دائماً عن طرق ووسائل جديدة من أجل تحقيق التميز **بشكل متكامل** في خدمة الزبائن	6

						#
					يقدم المندوب شرح **متكامل** عن العرض الشهري مع توضيح الفوائد التي ستعود على الصيدلية و الخصومات الممنوحة.	7
					يتوافق إنزال أي صنف جديد للشركة مع وجود خطة دعائية **متكاملة** و توفير للمواد الدعائية اللازمة للمستحضر الجديد	8
غير مرضى أبداً Outraged	غير مرضي Unsatisfied	محايد Neutral	مرضي Satisfied	مرضي جداً و مبهج Delighted	**خامساً: المهارة و المهنية:** **مدى تعامل الشركة بمهنية و مهارة المندوبين أثناء التعامل معي (الأدب، الإحترام، الصدق، الإيفاء بالوعود)**	#
					المندوب متمكن من الأصناف من الناحية الصيدلانية	1
					مندوب الشركة لديه القدرة على التعامل بمرونة مع الشكاوى و إيجاد الحلول الملائمة	2
					المندوب على دراية بأسعار المنتجات التي يسوقها و بأسعار البدائل المنافسة	3
					المندوب مطلع على أحوال السوق و لديه معرفة وافية بقوانين السوق	4
					يتصف مندوب الشركة بالأمانة و الصدق فيما يعرض	5
					المندوب يستمع لي جيداً و لا ينفرد بالحديث	6
					يقوم المندوب بإستخدام مهارات البيع للتعريف بمنتجات الشركة المعروضة للبيع	7
					أشعر أنني أعمل مع منظومة عمل متطورة و تلبي إحتياجاتي	8
					الشركة ملتزمة بالوعود التي يعطيها المندوبون للزبائن	9
					سلوكيات المندوب من ناحية الإحترام و أدب المعاملة	10
					أسلوب تعامل طاقم الشركة مع طلبات الصيدلية	11
					مظهر المندوب الخارجي	12

شكرا لكم