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The Effect of Customer Orientation on Customer Satisfaction and Examining the Mediating Effect of Service Quality

A Case Study at Pharmacy One

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Authorization

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Dedication

I dedicate this thesis to my parents, who were too generous with their love and support, guided me through life difficulties and pushed me forward to success by their wisdom and patience.

To my beloved sisters and brother,   the people brightening my days.

To my friends and work colleagues who encouraged me and are walking with me step by step towards achieving our goals.

To Middle East University professors who provided us with knowledge and led us to success.

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Abstract

The Effect of Customer Orientation on Customer Satisfaction and Examining the Mediating Effect of Service Quality

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The main objective of this study is to investigate the effect of customer orientation on customer satisfaction and examining the mediating effect of service quality in the relationship between customer orientation and customer satisfaction at Pharmacy One in Jordan. The study population consisted of the customers of pharmacy one in its 41 branches located in Amman; that offer different pharmaceutical services to customers when needed. The researcher chooses a convenience sample from the customers who will visit pharmacy one branches during the period of the study that is consisting of (248) respondents.

In order to achieve the objectives of the study, a questionnaire was designed, consisting of (47) items so as to gather the information from the study sample. The Statistical Package for Social Sciences (SPSS) program and Amos Program were used to analyze and examine the hypothesis. The results of this study stated that at

level ($\alpha \leq 0.05$) There is a significant statistical effect of customer orientation on customer satisfaction as well as a significant statistical effect of service quality (Tangibility, Reliability, Responsiveness, Assurance and Empathy) on customer satisfaction and also a statistical significant mediating effect of Service Quality on the relationship between customer orientation and customer satisfaction at pharmacy one.

The study recommends putting the customer at the heart of the concerns of the senior management in Pharmacy one and put it into account in future Pharmacy one plans and to have Continuous communication with customers through the preparation of studies and scientific research, knowledge identification and meeting the needs of customers and to consider that the customer acquisition is of a high value for Pharmacy one.

CHAPTER ONE

Study General Framework

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(1-1): Preface

Twenty-first centuries is called fast changing world. The name is ascribed to the era because of globalization effects, technologic developments, and the role of modern science in human life and demographic characteristics of different nations. In this changing environment, organizations must strive for success. Successful organizations need to emphasize the quality of services offered to both internal and external customers (Marzie et..al., 2013). Such organizations must be smart enough to predict the changing needs of their customers, focus on their organizational capability, offer high-quality services, and to see the quality of internal and external service as a tool to gain competitive advantage (Abdul Rehman A., 2012). It is widely acknowledged that successful organizations need to have a customer-oriented business culture. In fact, during the four decades since the introduction of the marketing concept, customer orientation has been identified as a cornerstone of the theory and practice of marketing management. It is important to identify those key factors in customer orientation which allow the company to differentiate themselves from the competition (Singh and Koshy, 2012).

Customer satisfaction is considered a fundamental requirement for building a competitive advantage in any organization, which has arisen as a result of the hypercompetitive business environment that companies face; therefore an enhanced customer satisfaction is believed to be significantly associated with greater customer

loyalty, increased sales and productivity, high new-product success and innovation leading to a more sustainable competitive advantage (Wang & Lo, 2003).

Organizations struggle to satisfy their customers by offering different products or services that fulfill their needs and exceed their expectations. In order to achieve that, organizations are required to be customer oriented. Many studies supported the importance of this practice and its relation with the quality of the service offered (Ooi et..al., 2011; Bellou, 2010).

In order to retain current customers and acquire new ones, the focus should be on the quality of service provided, as service quality is essential in enabling the organizations to achieve competitiveness. Whether the organization is a service or a manufacturing one, it should direct its attention to applying service quality into its products or services (Voon, 2006).

Studies have discussed the importance of service quality and emphasized its direct positive relationship with customer satisfaction. (Levesque & McDougall, 1996; Dahiyat, et..al., 2011; Abdul Rehman A., 2012). For example, some factors like employees' attitudes, customer expectations and customer's intention to deal with the same organization in the future will certainly be affected by service quality, which will be reflected on customer's satisfaction and loyalty (Dahiyat, et..al., 2011).

Community pharmacies play a major role in delivering safe and effective medicines to the consumers. The role of the pharmacists goes way beyond

dispensing the drug; it also covers advising, counseling, managing long-term conditions, close follow up with the patient and offering him sufficient information to assure him and guarantee his well-being. All of these services provided nowadays are known by the name "Pharmaceutical Care" (Jacobs, et..al., 2011). Therefore in order to be in the lead, commitment becomes important. (Perepelkin, et..al., 2011: 175) states, "The community pharmacy industry is an increasingly competitive sector, where independent pharmacies must compete with national and multinational chains for market share. Each pharmacy seeks to differentiate and earn customer trust."

Many studies have tried to highlight the importance of customer satisfaction of the service provided by community pharmacies (Kucukarslan & Schommer , 2002; Panvelkar, et..al., 2009; White & Klinner, 2011) Therefore, Pharmacies must try to differentiate their pharmaceutical care and try to cater for patients' needs. They also have to focus on building long-term relations with the patients by building trust and loyalty (Jambulingam, et..al. 2009).

(1-2): Study Problem and Questions

The highly competitive nature of today's market forces organizations to be more sensitive to customer's need in order to retain their customers and acquire new ones. As a result, customer satisfaction has been the major concern of all organizations, including pharmacies. In order to satisfy the customers and maintain their loyalty, the pharmacies must focus on building customer orientation skills in their sales personnel (pharmacist) so as to build a strong relationship with customers.

Nevertheless, the presence of customer orientation skills on behalf of sales personnel does not necessarily guarantees customer satisfaction unless a quality service is delivered to satisfy the customers.

Previous studies found a positive effect of Customer orientation on customer satisfaction (Andreassen, 1994; Homburg, et..al., 2011; Ooi, et..al., 2011), and found a positive relation between service quality and customer satisfaction (Dahhiyat, et..al., 2011; Malik, 2012; Segoro, 2013).

Although scholars have recognized the importance of customer satisfaction but prior researches were insufficient in several respects. First: customer orientation was evaluated by the employees rather than the customers. Second: there is a need for more rigorous quantitative methodologies and analysis, which can smooth the

way for building integrative models to set out the antecedents of customer satisfaction, such as customer orientation and service quality.

Based on this, the related questions are:

Question One: What is the effect of customer orientation on customer satisfaction at pharmacy one?

Question Two: What is the effect of service quality on customer satisfaction at pharmacy one?

Question Three: What is the effect of customer orientation on service quality at pharmacy one?

Question Four: What is the mediating effect of service quality on the effect of customer orientation on customer satisfaction at pharmacy one?

(1-3): Study Objectives

The purpose of this study is to examine the different relationships between the variables, below are the main objectives:

1. To examine the effect of customer orientation on customer satisfaction at pharmacy one.

2. To investigate the effect of service quality on customer satisfaction at pharmacy one

3. To examine the effect of customer orientation on service quality at pharmacy one.

4. To investigate the mediating effect of service quality on the relationship between customer orientation and customer satisfaction at pharmacy one.

(1-4): Study Significance

Customer satisfaction is an important topic that has been well researched. Nevertheless few studies have examined the effect of customer orientation on customer satisfaction (Bellou, 2010; Ooi, et..al., 2011), In addition, the important role of service quality in translating an organization's customer orientation into tangible results (such as customer satisfaction) has not been studied before.

Based on this, the study will try to focus on identifying the aspects that the organization will require to achieve customer satisfaction, taking into account the effect of customer orientation, which represents the core of the quality philosophy, and the mediating role of service quality.

(1-5): Study Model and Hypotheses

Figure (1 – 1) shows the study model which reflects the customer orientation as an independent variable, service quality as mediate variable customer satisfaction as dependent variables. In measuring customer orientation the researcher depends on (**Singh and Koshy, 2012**).

In measuring service quality the researcher depends on (**Parasuraman, et..al., 1988**). In measuring Customer Satisfaction the researcher depends on (**Dahiyat, et..al.,2011**).
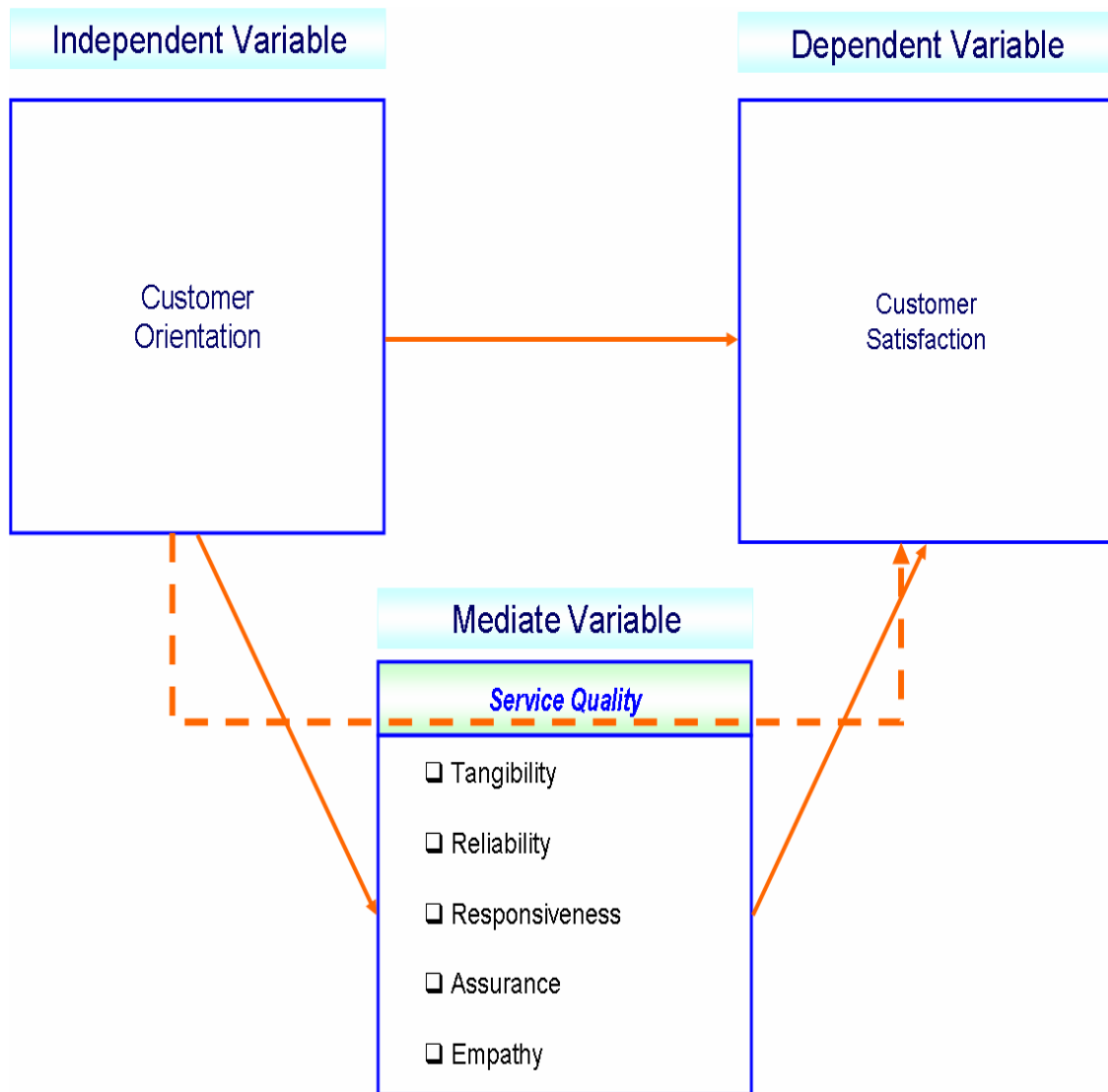
Figure (1 – 1)
Study Model
Prepared by researcher

Based on the study problem and its Questions, the following research hypotheses were formulated:

HO₁: There is no statistically significant effect of customer orientation on customer satisfaction at pharmacy one at level (α ≤ 0.05).

HO₂: There is no statistically significant effect of service quality (***Tangibility, Reliability, Responsiveness, Assurance and Empathy***) on customer satisfaction at pharmacy one at level (α ≤ 0.05).

HO₃: There is no statistically significant effect of customer orientation on service quality (***Tangibility, Reliability, Responsiveness, Assurance and Empathy***) at pharmacy one at level (α ≤ 0.05).

HO₄: There is no statistically significant mediating effect of Service Quality on the relationship between customer orientation and customer satisfaction at pharmacy one at level (α ≤ 0.05).

(1-6): Study Limitations

Every study has some constrains and limitations that can't be ignored, in this study we will face the followings:

Place Limitations: the study covers (41) Pharmacy One branches in Amman.

Human Limitations: the researcher is going to draw a convenience sample from the customers visiting Pharmacy One branches, so the results cannot be generally applied to larger population.

Time Limitations: The time absorbed to study accomplishment from May 2014 up to August 2014.

Scientific Limitations: In measuring customer orientation the researcher depends on (**Singh and Koshy, 2012**). In measuring service quality the researcher depends on (**Parasuraman, et..al., 1988**). In measuring Customer Satisfaction the researcher depends on (**Dahiyat, et..al.,2011**).

(1-7): Study Delimitations

The results of this study will be determined by the degree of sincerity and stability of the study tool and the degree of objective response of the respondents of the study sample and their scientific honesty.

The generalizations of the results are not applicable, only on the society in which the study sample was pulled and similar communities.

(1-8): Study Terms and Operational Definitions

Customer Orientation:

It is the extent to which the organization commits its efforts to meet the customers' needs and expectations in respect to the quality of service provided, being customer focused includes gathering information from the customers in order to fully understand their needs and eventually satisfy them (Dean, 2004, Singh & Koshy, 2012).

The studies of (Singh and Koshy, 2012) measured customer orientation through the following dimensions; disseminating information to customers, customer need identification, customer need fulfillment, delivering value to customers, keeping customers satisfied, and developing and sustaining mutually benefiting long-term relationships.

Service Quality:

Service quality is defined as the level of standards applied to the service provided based on the customer expectations and needs (Wirtz & Tomlin, 2000). Researchers believe that measuring service quality is valid and is very important for the service provider to identify the gap in the service provided (Wang & Lo, 2002). The SERVQUAL tool used to measure service quality and was developed by (Parasuraman et al., 1988) identifies the following dimensions;

⇨ *Tangibility:* The appearance of physical facilities, equipment, personnel and communications material.

⇨ *Reliability:* The ability to perform the promised service dependably and accurately.

⇨ *Responsiveness:* The willingness to help customers and provide prompt service.

⇨ *Assurance:* The knowledge and courtesy of employees and their ability to convey trust and confidence.

⇨ *Empathy:* The caring, individualized attention the firm provides its customers." (Bebko, 2000).

Customer Satisfaction:

Customer satisfaction is defined as the comparison made by the customer between the perceived value of the service provided and the customer's expectations (Kotler, et..al., 1996). The perceived performance approach which was identified as the most valid and reliable approach to measure customer satisfaction (Wirtz and Tomlin, 2000; Gilbert et al., 2004; Bennett and Rundle-Thiele, 2004; Dahiyat et al., 2011) measures customer satisfaction in relation to the overall satisfaction with expectation, satisfaction with price, service quality and pre-purchased expectations (Dahiyat et al.,2011).

CHAPTER TWO

Literature Review and Previous Studies

(2-1): Preface

(2-2): Customer Orientation

(2-3): Service Quality

(2-4): Customer Satisfaction

(2-5): Relationship between Study Variables

(2-6): Previous Studies

(2-7): Study Contribution to Knowledge

(2-1): Preface

Customer orientation is a focus on discovering and meeting customers' purchase needs while keeping their best interests in mind (Saxe & Weitz, 1982).

The origins of customer orientation can be traced to the development of the marketing concept, which is basically a business philosophy or policy statement which holds that the ultimate goal of an organization is to fulfill customer needs for the purpose of maximizing business profits (Homburg, et..al., 2011).

While the marketing discipline was attracting increasing attention among scholars, a realization of the significance of the customer was also emerging within the marketplace. As well as, the importance of evaluating and managing customer satisfaction has been recognized widely either in general or in the sphere of services (Tikkanen, et..al., 2000). Customer satisfaction has become one of the issues that awoke most interest in the marketing literature because it plays a key role in a successful business strategy (Gómez, et..al., 2004).

(2-2): Customer Orientation

Customer orientation can be understood as an extension of relationship marketing, as both concepts emphasize the creation of sustainable competitive advantages through customer service excellence (Steinman, et..al., 2000). Similar to relationship marketing, customer orientation aims at enhancing and sustaining a firm's profitability by building up long-term relationships with customers and maximizing their satisfaction (Krepapa, et..al., 2000)

According to Narver and Slater (1990) customer orientation is one of the key concepts of market orientation. Good knowledge and understanding of customers' needs not only enables a firm to create superior value for the organization itself but also for its customers.

Customer orientation increases the level of customer satisfaction, imposes switching costs and reduces customer switching intentions (Yen, et..al., 2011).

For manufacturers, knowing customer needs is a must as this knowledge is necessary for them to identify a market niche and target that niche with the right products. With the right market entry strategy and resources geared to see through the launch and post-sales needs of customers, products will have a higher chance of success and hence of contributing to a firm profitability (Yen, et..al., 2011).

Blocker, et..al., (2013) define customer orientation as "a provider's capability to continuously probe customers' latent needs and uncover future needs"

Customer orientation is viewed as a set of task-oriented behaviors (e.g., describing products accurately or identifying customer needs), That will refer to conceptualization as "functional customer orientation", as it is limited to behaviors that customers are likely to expect from the salesperson in the role of a business person (Homburg, et..al., 2011). Also customer orientation includes an employee's tendency to build a personal relationship with customers (Donavan, et..al., 2004).

Customer orientation is composed of two different basic categories: Behavioral and cultural characteristics (Meehan, et..al., 2007). Whereas the behavioral perspective describes customer orientation in terms of specific behaviors related to, for example, generation and dissemination of market intelligence and responsiveness to it (Kohli & Jaworski 1990), the cultural perspective is related to more fundamental characteristics of an organization. As an example, Narver and Slater (1990) describe market orientation as "the organizational culture ... that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus continuous superior performance for the business." Thus activities for influencing an organization's customer orientation fall into two categories (Homburg, et..al., 2007): They can aim to change an organization's cultural characteristics, defined as culture or the affective organizational system, and they can focus on improving an organization's information processing, defined as processes or the cognitive

organizational system. However affective systems and cognitive systems are both important antecedents of responsiveness to customer needs (Matsuno, et..al., 2005).

Following the argumentation for responsive customer orientation and the evidences from specialized departments, customer orientation may be separated into two dimensions. The more detailed examination of customer orientation inhibits considerable advantages. Change processes like building a pronounced customer orientation absorb many resources, including managerial time, energy and costs (Lam, et..al., 2010).

Managers are often forced to focus their efforts either on changes within the organization or on changes regarding boundary spanning processes (Homburg, et ..al., 2007).

Homburg, et..al., (2011) suggest two different dimensions, the Functional customer orientation which is the task-related behaviors that the sales person undertakes in order to help the customer make the right purchase decision and the Relational customer orientation which is the salesperson behaviors that could help in building a long-term relationship with the customer.

Customer orientation has been defined as the capability to continuously probe latent needs and uncover future needs of customers, and consists of two dimensions, customer-oriented climate and customer-oriented processes.

Customer-oriented climate is defined as the extent to which attention to customers' latent and future needs is lived within an organization, and can be grouped into the following four categories:

✥ Awareness for Customer Orientation: The first task for top management is to create awareness that latent and future needs are important. Measures to raise awareness include, among others, discussions about the future of customers and their potential needs. Comparable to the crucial role of top management support for market orientation (Kirca, et..al., 2005), the importance of latent and future needs must be established within organizations.

✥ Guidance towards Customer-Oriented Behavior: Subsequently, employees need to be guided towards being customer-oriented. Stories, anecdotes, and myths within an organization may point out the importance of latent and future needs (Homburg & Pflesser, 2000). Examples include stories about the exceptional and pronounced fulfillment of hidden customer needs, unwritten laws and hidden rules concerning exploratory customer learning, entrepreneurial myths that point out the importance of satisfying future needs, and anecdotes from past events as examples for future customer orientation.

✥ Customer-Oriented Atmosphere: An atmosphere that reduces organizational constraints and support new ways of serving customers supports the proactive customer orientation of employees. The importance of the atmosphere for

innovativeness (Hult, et..al., 2004) and market orientation (Gebhardt, et..al., 2006) is widely acknowledged in the literature. Examples for customer-oriented atmosphere include workplaces that are open and out of the ordinary, meeting rooms and offices that support communication and exchange, and areas where information can be exchanged informally across hierarchies.

✦ Customer-Oriented Infrastructure: Furthermore the infrastructure within an organization should motivate employees, facilitate exchange, and provide direction towards customer orientation. Examples include dedicated contact points to collect insights about future needs, awarding employees that successfully identify needs before they were articulated by customers, and an early warning system to detect changes in the market. Such an infrastructure is closely related to organizational arrangements and rituals (Homburg & Pflesser, 2000).

Customer-oriented processes are defined as the extent of information processes that aim to probe latent needs and uncover future needs of customers, and can be grouped into the following four categories:

✦ Customer Integration: Methods where customers are integrated into innovation or development processes of the firm are subsumed as customer integration. Examples include the integration of customers into early innovation stages to learn about their needs (Chesbrough, et..al., 2006), incorporating feelings and preferences of customer during product development (Leonard & Rayport, 1999), accompanying customers in

their daily life to learn about the use of products (Gouillart & Sturdivant, 1994), and working closely together with lead users (Von Hippel, 1986).

✛ In-Depth Qualitative Methods: Methods to investigate the underlying motivations and desires of customers are subsumed as in-depth qualitative methods. Examples include conducting future-oriented focus groups with experts (Ulwick, 2005), projective methods to gain insights into customers' latent needs (Zaltman, 1997), conducting virtual tests of concepts and products (Urban & Hauser 2004), and carrying out market tests with prototypes (Hamel & Prahalad, 1991).

✛ Trend Watching: Methods to constantly monitor technological trends and changes in the behavior of customers are subsumed as trend watching. Examples include peripheral vision capability (Day & Schoemaker, 2004), strategic issue management and scanning of relevant trends (Ofek & Wathieu 2010).

✛ Scenario Approaches: Methods to generate a set of potential customer futures and determine their impact on the organization are subsumed as scenario approaches. Examples include scenario management techniques (Schogel & Sulser, 2007), identifying new markets with the umbrella method (Hamel & Prahalad, 1994), determining the impact of unforeseeable events (Taleb, 2008), and analyzing future developments with road mapping techniques (Droge, et..al., 2008).

(2-3): Service Quality

The word quality means different things to people according to the context. (Lovelock & wirtz, 2007) mention that David Garvin identifies five perspectives on quality:

1.   **The transaction view** of quality is synonymous with innate excellence: a mark of uncompromising standards and high achievement. This viewpoint is often applied to the performing and performing of visual arts. It is argued that people learn to recognize quality only through the experience gained from repeated exposure and managers or customers will also know quality when they see it is not very helpful.

2.   **The product- based approach** sees quality as a precise and measurable variable. Differences in quality, it is argued, reflect differences in the amount of an ingredient or attribute possessed by the product or service. Because this view is totally objective, it fails to account for differences in the tests, needs, and preferences of individual customers or even entire market segments.

3.   **User based definitions** starts with the premise that quality lies in the eyes of the beholder. These definitions equate quality with maximum satisfaction. This subjective, demand oriented perspective recognizes that different customers have different wants and needs.

4.   **The manufacturing based approach** is supply based and is concerned primarily with engineering and manufacturing practices, quality is also operation driven.

5.   **Value based definitions** define quality in terms of value and price. By considering the tradeoff between perception and price, quality comes to be defined as "affordable".

There are many different concepts used to understand and define "Quality". Moreover, the quality definition can be changed according to the people view and criteria it will be used. "Quality" exists in any parts of company operations and business fields which companies are working in. Besides these, "quality" base will be different between product and service companies. For instance, mentioning about quality of the products, for manufacturers, the quality will depend on the quantities and quality of tangible products produced from companies, while for service companies, their products are services which are intangible and uncountable also. Thus, "it is important to understand the various perspectives from which quality is viewed in order to fully appreciate the role it plays in many parts of business organizations" (Evans, et..al, 2002).

Service quality has been the main focus of many studies in the field of services marketing (Karatepe, 2011); nevertheless, there is no universally agreed upon definition of service quality (Legcevic, 2008), although most of them are close

in meaning. Before presenting the different definitions of service quality, the term "quality" should be discussed. Quality has been generally defined as the customer's overall impression of the relative inferiority or superiority of the organization and its services (Spathis et al., 2004). Whereas service quality is considered the "perceived quality" of services (Lee & Hwan, 2005) and a "complex construct" (Karatepe, 2011). It is distinct from "objective or actual quality" since it is based on consumer judgment (Lee & Hwan, 2005).

Parasuraman, et..al., (1985) present Lewis and Booms' (1983) definition of service quality declaring that it is "a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis".

However, according to Spathis et al. (2004), perceived service quality is a customer's "judgment on the overall service"; hence, it is an "attitude".

Moreover, Fogli (2006) present a similar definition declaring that service quality is "a global judgment or attitude relating to a particular service" and add that service quality is "a cognitive judgment".

Furthermore, as stated in Nam (2008), Zeithaml, Berry, and Parasuraman (1990) define service quality as: "the customer's overall impression of the relative inferiority or superiority of the organization or its services"; thus, we can conclude that the reputation of the organization is implicit.

Service quality as "the fulfillment of customers' expectations" (Al-Tamimi, et..al., 2009). This is very similar to what Legcevic (2008) suggested, declaring that to be effective in providing good quality, companies must deliver services that meet to a maximum extent what the customer requires.

Wicks & Roethlein (2009) who examined the different definitions and related concepts of quality came to a conclusion that quality – applicable to goods and services - should be defined as: "the summation of the affective evaluations by each customer of each attitude object that creates customer satisfaction, where the term customer is defined as any internal or external stakeholder of the organization and an attitude object is defined as the particular entity of interest".

For decades, many researchers have developed a service perspective (Zeithaml, 2009). Chang (2008) describes that the concept of service quality should be generally approached from the customers' point of view because they may have different values, different ground of assessment, and different circumstances.

Because the characteristics of services are complex, the quality of services can also be complicated. When service providers understand how customers evaluate the service quality, they can also better control and manage the service quality (Gröönroos, 2000), Various researchers have contributed to the identification of service quality dimensions, but the most publicized quality dimensions are the dimensions identified by Parasuranam, et..al (1990) .

They first identified ten different dimensions, but through exploratory research consolidated them into five principal dimensions that customers use in judging the service quality. These dimensions are reliability, responsiveness, assurance, empathy and tangibles. The concise definitions for the dimensions are discussed below (Awoke, 2010).

Reliability means the service provider's ability to perform the promised service both dependably and accurately. Customers expect reliable service delivery and that the service is delivered on time, in the same manner, and without errors every time (Awoke, 2010).

Responsiveness is customer service provider's willingness to help customers and to provide prompt service. For example keeping customers waiting may create unnecessary negative perceptions of quality. Whenever a service failure occurs, the ability to recover quickly and with professionalism can still leave customers very positive perceptions of service quality (Awoke, 2010).

Assurance refers to the knowledge and courtesy of employees as well as their ability to convey trust and confidence. The assurance dimension includes the following features: competence to perform the service, politeness and respect for the customer, effective communication with the customer, and the general attitude that the server has the customer's best interests at heart (Awoke, 2010).

Empathy refers to the caring and individualized attention what the customer

gets during the service delivery. This includes the approachability, sensitivity of service employees and effort to understand the customer's needs (Awoke, 2010).

Tangibles are the physical aspects of service delivery i.e. the appearance of physical facilities, equipment, personnel, and communication materials (Awoke, 2010).

The above dimensions identified by Parasuranam, et..al (1988) are the basis for SERVQUAL questionnaire designed by the same researchers for measuring the service quality. The same authors (1990) conclude that the SERVQUAL questionnaire and therefore the five service quality dimensions are suitable for measuring the quality of internal services as well, and not just for measuring external service quality.

Service quality is considered as an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2008). According to Douglas & Connor, (2003), the intangible elements of a service (inseparability, heterogeneity and perishability) are the critical determinants influencing service quality perceived by a consumer.

Chang (2008) support the earlier line of thinking by Grönroos developed "The Gap Analysis Model", which is a well known model of service quality. This model shows an integrated view of the consumer-company relationship. The main idea of the model is focused on the premise that service quality is dependent on the

size and direction of the five gaps that can exist in the service delivery process.

- ***Gap 1:*** the gap between customer expectations and those perceived by management to be the customer's expectations.

- ***Gap 2:*** the gap between management's perception of consumer expectations and the firm's service quality specifications.

- ***Gap 3:*** the gap between service quality specifications and service delivery.

- ***Gap 4:*** the service delivery, external communication gap.

- ***Gap 5:*** the perceived service quality gap, the difference between expected and perceived service.

(2-4): Customer Satisfaction

"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" (Oliver 2010).

Customer satisfaction corresponds to a response of contentment that entails an evaluation of a product or service, granting the consumer a degree of pleasure and fulfillment pertaining to the consumption (Brown & Lam, 2008).

Rust & Oliver (1994) agree that "customer satisfaction is a summary of cognitive and affective reaction to a service incident (or sometime to a long-term service relationship). Satisfaction (or dissatisfaction) results from experiencing a service quality encounter and comparing that encounter with what was expected."

In a nutshell, Oliver (2010) summarizes that customer satisfaction is vitally important to the "well-being of individual consumers, to the profits of firms supported through purchasing and patronization, and to the stability of economic and political structures". Therefore, consumers, firms, and economies all benefit from receiving satisfying outcomes whether in the marketplace or life in general.

Other researchers suggest that Customer satisfaction refers to the customer's perception that his / her expectations have been met. If the customer's expectations are met, then he is satisfied, if the expectations are surpassed, then he

is delighted, but in the event that they are not met, the customer is dissatisfied (Kotler, 2003).

From the above definition, one can say that the concept of customer satisfaction fine tunes the marketing concept on customer needs and wants. The concern for the customer and his experience with the company should pervade the way and have to be an integral part of its philosophy and in order to usher the concept of customer satisfaction. Customer satisfaction has become a business word for organizations that seek distinction and excellence from others.

Customers become satisfied if the performance of the good or service is equivalent to, or even surpasses, the original expectation. Otherwise, they will be dissatisfied. In reality, customers who are dissatisfied are inclined to generate harmful or unfavorable word-of-mouth and express their disapproving opinions to others (Amin & Isa, 2008). In many cases, customer satisfaction was presented as a precursor to customers' loyalty and the firm's profitability (Fornell, et..al., 2006). This was the basis of the conclusion that customer satisfaction leads to customer retention which is a major consequence of loyalty (Wicks & Roethlein, 2009).

Customer satisfaction enables the business to measure from the behavior of the customers after their contact with the organization, such as decreasing of customers' complains, repurchasing (Yoo & Park, 2007), positive word of mouth, and the increased the volume of purchases (Afthnios, et..al., 2005). Stefanou and

Sarmaniotis (2003) indicated that customer feedback data (customer knowledge sharing) leading to customer satisfaction.

Including properly offering of products and services to individual customer needs (customer responsiveness) has an effect on customer satisfaction (Piccoli & O'Connor 2003).

Customer satisfaction has been gaining increasing attention from the researchers and practitioners as a recognized field of scholarly study and as a fundamental tool used by financial institutions for enhancing customer loyalty and ultimately organizational performance and profitability. The importance of customer satisfaction cannot be dismissed because happy customers are like free advertising. Many of us have heard of the current trend for businesses to become highly customer-centric, that is to put the customer at the centre of our business in terms of our strategies, actions and processes. For most of us, old truths still hold well, such as it is easier and more profitable to sell to existing customers than to find new ones. In practice, organizations are increasingly setting themselves strategies to measure and ensure customer retention, and charging their staff to be more customer focused and service-oriented (Mohsan, et al, 2011).

There is general agreement that Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations (Kotler, 2003).

Based on this review, customer satisfaction is defined as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance. If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectations, customers will be satisfied. Otherwise, if the perceived expectations are met with performance, customers are in an indifferent or neutral stage. Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date. This overall satisfaction has a strong positive effect on customer loyalty intentions across a wide range of product and service categories (Gustafsson, 2005).

The satisfaction judgment is related to all the experiences made with a certain business concerning its given products, the sales process, and the after-sale service. Whether the customer is satisfied after purchase also depends on the offer's performance in relation to the customer's expectation. Customers form their expectation from past buying experience, friends' and associates' advice, and marketers' and competitors' information and promises (Kotler, 2003).

Customer satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service. Customer satisfaction, a term frequently used in marketing, (American Marketing Association) is a measure of how products and

services supplied by a company meet or surpass customer expectation, Customer satisfaction is defined as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals" (Farris,2010).

(2-5): Relationships between study variables

(2-5-1) Customer orientation and customer satisfaction

Being customer Oriented is essential to quality management, and means maintaining good relationship with your customers as well as putting the customer first in the decision-making process so as to be successful within the hyper-competitive market (Sit et al., 2009).

Rampersad (2001) suggested that in order to orient the organization effectively towards the customers, all the organizations must have a database keeping all the documentations and records they got from their customers, the positive feedbacks or drawbacks on a certain product or service and their need of a new product/service to be invented. This information is going to be collected through certain ways like surveys and phone interviews.

Studies have found a significantly positive relation between Customer Orientation and customer satisfaction (Homburg, et..al., 2011; Ooi, et..al., 2011) and have also listed the suggested measures for evaluating the effect of customer

orientation on customer satisfaction. Based on this, it is hypothesized that:

HO$_1$: **There is no statistically significant effect of customer orientation on customer satisfaction.**

(2-5-2) Service quality and customer satisfaction

Krepapa, et..al., (2000) states that "Because the service providers' perceptions of quality directly affect the design and delivery of the service, while the customers' perceptions directly determine the evaluation of the service experience, the extent to which the two parties' perceptions are mismatched can have a profound effect on the customer satisfaction response". From this point one can assume that the quality of the service provided will have a positive direct relationship with Customer Satisfaction.

According to Wirtz, et..al, (2000) Providing a high-quality service is a priority for making a significant improvement in any organization. Quality of Service is usually said to be either feature based; like price, quality and response time, or based up on the dimensions of quality as in the SERVQUAL model (Parasuraman, et..al., 1988). Quality standards followed by the organization are basically based on what the customer wants and are also affected by the top management; as they try to take the best financial decisions that would satisfy their customers along with generating profit.

Service quality and customer satisfaction relationship receives considerable support and empirical validation (Dahiyat, et..al.,2011; Malik, 2012; Markovic & Jankovic, 2013; Segoro, 2013; Sabir, et..al., 2013). Based on this, it is hypothesized that:

HO$_2$: **There is no statistically significant effect of service quality** (*Tangibility, Reliability, Responsiveness, Assurance and Empathy*) **on customer satisfaction.**

(2-5-3) Customer orientation and service quality

Customer Orientation requires from the organization continuous improvement and continuous learning. It is not enough to gather information only about the patients needs and about the market, it also has to look for information that would help it improve the quality of the service provided (Bellou, 2010)

Few studies have investigated the relationship between customer orientation and service quality. Available studies examining the impact of customer orientation on service quality emerged from the need to investigate customer orientation from a service quality perspective (Bellou V, 2010; Ooi, et..al., 2011; Homburg, et..al., 2011). Based on this, it is hypothesized that:

HO$_3$: **There is no statistically significant effect of customer orientation on service quality (***Tangibility, Reliability, Responsiveness, Assurance and Empathy***).**

(2-5-4) The mediating role of service quality

A key term in the interrelationships among service quality, customer satisfaction, and loyalty, is 'behavioral intentions', which mainly refers to positive impressions that the customers show as a result of being satisfied from high service quality, and they express it by favorable behavioral intentions that take the form of repurchase intentions, word of mouth, recommending the business, trust, and price insensitivity (Dahiyat, et..al., 2011).

Findings revealed that quality customer services are critical for firms. However, without proper targeting and positioning strategies, even quality products are unable to create the desired efficacy in enhancing corporate reputation. The adoption of customer orientation positively associates with corporate reputation for successful firms; and that product and service quality may be used as marketing means for those firms embracing customer orientation to obtain desired corporate reputation (Zhu and Chang, 2011). Based on this, it is hypothesized that:

HO$_4$: **There is no statistically significant mediating effect of Service Quality on the relationship between customer orientation and customer satisfaction.**

(2-6): Previous Studies

This section is to review the related previous studies that examined the different relations between the study variables:

‒ **Bellou V** (2010) entitled "**The role of learning and customer orientation for delivering service quality to patients** ".

This study investigated the impact of customer orientation on the quality of care delivered to patients. The study was conducted in ten public hospitals in Greece, 499 usable questionnaires were gathered as a tool for gathering information. The results showed that the extent to which employees create and use knowledge and focus on satisfying the needs of both internal customers and patients is indicative of the quality of care provided. In addition, only managerial employees believed that learning orientation reinforces the quality of care. The study recommended that management needs to create a strong and clear culture that emphasizes learning, as well as internal customer and patient orientation.

‒ **Dahiyat, et..al.,** (2011) entitled "**An integrated model of perceived service quality and customer loyalty: an empirical examination of the mediation effects of customer satisfaction and customer trust** ".

This study aimed at examining the mediating effect of customer satisfaction and customer trust on the relationship between service quality and customer loyalty in

Jordan's mobile service operators. A Structural equation modeling was utilized to test the research model. The findings indicated that service quality consisted of three rather than five dimensions as proposed by the original developers. Each of customer satisfaction and customer trust fully mediated the relationship between service quality and customer loyalty. International mobile service operators have been offered empirical evidence on the multiple drivers of customer loyalty.

— *Ooi, et..al.,* (2011) entitled "*Are TQM practices supporting customer satisfaction and service quality?*".

This study investigated the relationship between total quality management practices and customer satisfaction and also investigated the association between TQM practices and service quality within small service organizations in Malaysia. Correlation and multiple regression analysis were used to test the relationship between TQM practices, customer satisfaction and service quality. The results demonstrated that TQM practices are significantly and positively linked to customer satisfaction and service quality of the small service business firms. And that only three of the six dimensions of TQM practices proposed (i.e. leadership, customer focus and information and analysis) have a positive effect on customer satisfaction and the other two practices, which are the customer focus, and information and analysis, are significantly related to service quality.

‒ *Homburg, et..al.,* (2011) entitled "*When does salespeople's customer orientation lead to customer loyalty?: The differential effects of relational and functional customer orientation*".

Aimed to determine the importance of customer orientation to salesperson and whether it is affected by the selling situation. The effect of a customer's communication style, like task orientation and interaction orientation, and specific characteristics of a supplier's products like product individuality, importance, complexity, and brand strength were analyzed. The findings of this study after the analysis of a cross-industry survey of 56 sales managers, 195 sales representatives, and 538 customers suggested a positive, non-significant and even adverse effect of salespeople's customer-oriented behaviors on customer loyalty, depending on the variables.

‒ *Anosike & Eid* (2011) entitled "*Integrating internal customer orientation, internal service quality, and customer orientation in the banking sector: an empirical study* ".

The purpose of this paper to was examine the interrelationships between internal customer orientation (ICO), internal service quality (ISQ), and customer orientation (CO) to develop and test a conceptual model of the antecedents of CO in the banking sector. The conceptual framework consisted of the following constructs:

ICO, interdepartmental conflict, interdepartmental connectedness, ISQ, job satisfaction, empowerment, and CO. Ten hypotheses were developed and tested using a sample of 202 banks. Reliability analysis and confirmatory factor analysis have been used to test the validity of the constructs, while the structural equation modelling has been used in hypotheses testing. The strength of the relationship between the constructs indicates that features of the suggested CO model including interdepartmental connectedness, interdepartmental conflict, job satisfaction, and empowerment are crucial in achieving business performance and CO.

— *Zhu & Chang* (2011) entitled "*Enhancing corporate reputation for market expansion in China: customer orientation and the mediating effect of product and service quality*".

This study investigated the link between customer orientation, product and service quality, and corporate reputation. A hierarchal regression analysis was conducted to examine survey data of 615 foreign firms which entered China by means of wholly-owned subsidies or joint-ventures. Findings revealed that quality customer services are critical for foreign firms penetrating local markets in China. However, without proper targeting and positioning strategies, even quality products are unable to create the desired efficacy in enhancing corporate reputation. The adoption of customer orientation positively associates with corporate reputation for

foreign firms; and that product and service quality may be used as marketing means for those firms embracing customer orientation to obtain desired corporate reputation.

— *Abdul Rehman A* (2012) entitled "*Customer satisfaction and service quality in Islamic banking A comparative study in Pakistan, United Arab Emirates and United Kingdom*".

The study aimed to investigate the relationship between customer satisfaction and service quality in Islamic banks of Pakistan, the United Kingdom and United Arab Emirates. The researcher used (CARTER model) that defines six dimensions of service quality, i.e. compliance, assurance, responsiveness, tangible, empathy, and reliability. A well structured questionnaire was used to collect data from 225 customers of Islamic banks. The findings revealed that customers in Pakistan and UK Islamic banks consider assurance, reliability and empathy as significant factors for customer satisfaction, whereas in UAE customers consider assurance and tangibility as significant dimensions of satisfaction. The limitation of this study was the sample size of the respondents. And the Results indicated that most of the respondents of Pakistan, UK, and UAE are satisfied with the banking services provided to them.

— *Degirmenci, et..al* (2012) entitled "*Customer Satisfaction Measurement in Airline Services Using Servqual* ".

Aimed to evaluate customer satisfaction at Turkish Airlines, the factors

affecting customer's experience were analyzed using weighted SERVQUAL methodology. In addition, the gap between Turkish Airline's current service quality and 5-star service quality defined by SKYTRAX (an accepted airline quality rating organization) was measured. The analysis and the results were extended by constructing 5 hypotheses. In determining the factors affecting customer's experience, SKYTRAX customer satisfaction criteria were considered. Factor analysis grouped the questions included in the survey into 6 factors (dimensions): ground handling, employees, in-flight services, e-commerce, image and empathy. The results suggested that image dimension has the highest customer satisfaction level; employees and empathy dimensions followed the image. E-commerce has the lowest satisfaction level; in-flight services and ground handling service followed that. Another result is that meals and passenger transferring services have the highest impact on customer satisfaction.

⎯ *Nataraj & Nagaraja* (2012) entitled "*customer satisfaction in automobile industry: an Indian online buyers' perspective of car manufacturers' websites*",

The study aimed to analyze consumer attitudes towards Internet-based car manufacturers' websites and also to obtain a theoretically and empirically grounded initial reference position, against which later research can examine and interpret the

role played by changes in the variables representing consumer preferences and shifts in these preferences, and thus helps the car manufacturers learn in depth the ways to enhance customer satisfaction. Regression analysis shows that the two independent variables significantly affect the satisfaction of Indian car buyers on the Internet. Moreover, through appropriate interpretation of parametric change in the regression analysis, the consequences of possible (future) changes in Manufacturer's website over Internet, especially with respect to maximizing the quality and easy navigation of website in order to retain a loyal customer was explored. The study suggests that Internet based car manufacturers can effectively maximize level of satisfaction of the existing and prospective customers by adopting the suggested model.

— *Malik* (2012) entitled "*Customer Satisfaction, Perceived Service Quality and Mediating Role of Perceived Value* ".

The objective of this study was to first find out the perceived service qualify using SERVQUAL and then the role of perceived value as a mediating variable in the service sector of Pakistan, Both descriptive and inferential statistical techniques were used to analyze the effects of independent variables (i,e, perceived service qualify) on customer satisfaction (dependent variable) and the role of mediating variable (i,e, perceived value), Stepwise regression analysis was used to examine the effect of the mediating variable (i,e, perceived value) on customer satisfaction. Perceived value was found strongly correlated with satisfaction. Results suggested that perceived

value is an important factor in customers' evaluation of satisfaction.

— ***Archana & Subha*** (2012) under the title "***Study on Service Quality and Passenger Satisfaction on Indian Airlines***".

The study aimed to examine the underlying forces of service quality influences on passengers' satisfaction in aircraft transport, as perceived by 270 airline passengers from three classes, economy, business and premium. The results suggested that there are different factors of in-flight service quality that are important according to the customer seat class. The dimensionality of perceived service quality in international air travel was explored and three dimensions were identified. These dimensions include in-flight service, in-flight digital service and back-office operations. The findings revealed that these three dimensions are positively related to perceive service quality in international air travel and of these dimensions. The findings also indicated that passengers' satisfaction on different airline companies is based on the services delivered.

— ***Markovic & Jankovic*** (2013) under the title "***Exploring the Relationship between Service Quality and Customer Satisfaction in Croatian Hotel Industry***".

The purpose of the study was to examine the relationship between service quality and customer satisfaction. The main objective was to discuss the impact of

perceived service quality dimensions on customer satisfaction in the hotel industry in Croatia. The data were collected using self-administered questionnaire. Questionnaires were distributed to domestic and international hotel guests in the Opatija Riviera (Croatia). Factor analysis identified four dimensions of perceived service quality, namely reliability, empathy and competence of staff, accessibility and tangibles. Multiple regression analysis showed that reliability, accessibility and tangibles had a significant and positive effect on overall customer satisfaction. On the other hand, empathy and competence of staff positively influenced hotel guests' satisfaction, but this impact was not statistically significant when other dimensions were involved. These results indicated that hotel service quality is indeed a significant predictor of customer satisfaction.

   —   *Ismail, et..al.,* (2013) under the title "*Examining the relationship between service quality and customer satisfaction in military peacekeeping missions* ".

This research was aimed at examining the relationship between service quality and customer satisfaction with data obtained from Malaysian soldiers who were involved in peace keeping missions in a Middle Eastern country. The results of which would enable the management to improve the quality of service accorded to peacekeeping personnel. The study employed a cross-sectional research design

which allowed the researchers to integrate the service quality literature, the semi structured interview and the actual survey to collect and examine the data for optimum results. The outcome of multiple regression analysis showed that responsiveness and assurance variables reflected a high correlation with customer satisfaction. On the other hand, tangibility, reliability and empathy variables recorded an insignificant correlation with customer satisfaction.

— *Segoro,* (2013) under the title "***The Influence of Perceived Service Quality, Mooring Factor, and Relationship Quality on Customer Satisfaction and Loyalty***".

The study aimed to investigate the factors that simultaneously influence customer satisfaction and loyalty and the customer perception on service quality, the mooring factors and the relationship quality. To analyze the relationship amongst factors that influence the customer satisfaction and loyalty, this research set some measurements on each factor/variable. To measure all the constructs and indicators, this research distributed questionnaires to 370 students who subscribe cellular operator service at eight universities in Bandung. The research results proved that the customer perception on service quality and relationship quality have positive correlation with mooring factors. Then, the perception on service quality has positive direct influence on customer satisfaction. On the other hand, the customer perception

on service quality, relationship quality, and customer satisfaction has positive direct influence on the customer loyalty.

— *Sabir,et..al.,* (2013) under the title "*The Impact of Service Quality, Customer Satisfaction and Loyalty Programs on Customer's Loyalty: An Evidence from Telecommunication Sector* ".

The study aimed to investigate the impact of Service Quality, Customer Satisfaction and Loyalty Programs on Customer's Loyalty: An Evidence from Telecommunication Sector of Pakistan. A structured questionnaire was designed and survey was conducted to collect the data from 150 customers from different occupations and having different mobile phone connections of companies operating in Pakistan. A comparative analysis of companies was made and showed that companies should focus on improving the quality of their services for better and greater customer satisfaction and customer loyalty.

— *Lin* (2014) entitled "*Customer orientation and cross-buying: the mediating effects of relational selling behavior and relationship quality*".

This study explored customer orientation whether to influence cross-buying of bank customers. Using structural equation modeling to verify overall model this study proposed and tested two sets of mediators namely relational selling behavior (interaction intensity and mutual disclosure of information) and relationship quality

(satisfaction and trust), the results indicated that customer orientation positively influences both the interaction intensity and mutual disclosure of information which in turn influence customer satisfaction and trust respectively; in addition, trust positively influences cross-buying, but satisfaction does not. Relational selling behavior plays a mediation role between customer orientation and relationship quality; however, relationship quality does not have a mediation effect between relational selling behavior and cross-buying.

　　― 　*Chow* (2014) entitled "*Customer satisfaction and service quality in the Chinese airline industry* ".

　　This paper focused on studying the relationship between customer satisfaction, measured by customer complaints, and the service quality of Chinese carriers. By using a quarterly unbalanced panel data set covering twelve large and small carriers, the fixed effect Tobit analysis showed that customer complaints rise with increases in the number of damaged bags, but at a declining rate. By contrast, the on-time performance of scheduled flights has no significant effect on customer complaints. Furthermore, non-state or privately owned carriers receive significantly more customer complaints compared with state-owned carriers, and the largest numbers of complaints are made in the third quarter, which covers the high season of the summer holidays.

‒ *Chou, et..al.,* (2014) entitled "*Effects of service quality and customer satisfaction on customer loyalty in high-speed rail services in Taiwan*".

Service quality and customer satisfaction as perceived by 1235 passengers on high-speed rail (HSR) services in Taiwan were examined using structural equation modeling (SEM) to explain customer loyalty. The relationships among the constructs in the SEM model were tested, namely: service quality, customer satisfaction and customer loyalty. Results indicated that the five service quality attributes in HSR services with which passengers most agreed were car cleanness, followed by neat appearance of employee, employee service attitude, comfort of air conditioning, and on-time performance. Findings also revealed that service quality had a positive effect on customer satisfaction and customer loyalty, while customer satisfaction had a positive effect on customer loyalty.

‒ *Mohamad,* (2014) entitled "*Factors Affecting Customer Satisfaction in Mobile Telecommunication Industry in Bangladesh*".

The study aimed to identify the factors responsible for customer satisfaction which is a key concern of marketing scholars and marketers. This empirical study was initiated to find out what particular factors responsible for customer satisfaction in the mobile telecommunication industry in Bangladesh. 282 samples have been collected through structured questionnaire; study revealed that service innovativeness, service reliability, service competitiveness and service consistency have significant influence

on making customer satisfied and the operator's network/signal coverage, pricing, offering, fulfillment of customer demand, value added service, brand value and operators contribution for society have insignificant influences on making customer satisfied. The study concluded that in promoting customer satisfaction mobile service providers should be concerned for factors responsible for insignificant influence on customer satisfaction and care of those factors have significant influence on promoting customer satisfaction in telecommunication industry in Bangladesh.

— *Cheng, et..al.,* (2014) entitled "*The Associations between Service Quality, Corporate Image, Customer Satisfaction, and Loyalty: Evidence From the Malaysian Hotel Industry* ".

The study aimed to investigate the association between Service Quality, Corporate Image, Customer Satisfaction, and Loyalty: Evidence from the Malaysian Hotel Industry. Systematic sampling approach was adopted in the study. The data was collected through self-administered questionnaires from 200 respondents. Statistical Package for the Social Sciences (SPSS) was used to test the hypothesized relationships in the research model. The findings revealed that the four variables are significantly related to one another and they are useful for hotel operators to promote long-term business growth and ensure sustainability in the hotel industry in Malaysia.

(2-7): Study Contribution to Knowledge

In order to clarify what the current study contributes to knowledge and to distinguish it from previous studies, some comparisons have been made, which are presented as follows:

1. This study is concerned with the pharmaceutical care provided in pharmacies, a knowledge area that is scarcely searched by scholars in Arabic countries.

2. Few studies had evaluated customer orientation from the perspective of the customers rather than the employees (e.g. Hennig-Thaurau, 2004; Macintosh, 2007; Liang, 2012); this study will further support the past few studies in measuring customer orientation from the point of view of the customers.

3. The current study will help chain and independent pharmacies in Jordan to reevaluate the importance of customer satisfaction in order to survive the competitive market.

4. In terms of objectives, most of the previous studies aimed to investigate the Effect of customer orientation on service quality (Bellou V, 2010; Ooi, et..al., 2011; Homburg, et..al., 2011) or on customer satisfaction (Homburg, et..al., 2011; Ooi, et..al., 2011); others investigated the effect of service quality on customer satisfaction (Dahiyat, et..al.,2011; Malik, 2012; Markovic & Jankovic, 2013; Segoro, 2013; Sabir, et..al., 2013), while this study provides some insight into the impact of

the mediating effect of service quality in the relationship between customer orientation and customer satisfaction at Pharmacy One in Jordan.

CHAPTER THREE

Method and Procedures

(3-1): Preface

(3-2): Study Methodology

(3-3): Study Population and Sample

(3-4): Demographic Variables to Study Sample

(3-5): Study Tools and Data Collection

(3-6): Statistical Treatment

(3-7): Validity

(3-8): Reliability

(3-1): Preface

In this chapter, the researcher will first describe in detail the methodology used in this study, the study population and its sample .Next, the researcher will explain the study tools and the way of data collection. After that, the researcher will discuss the statistical treatment that is used in the analysis of the collected data. And finally, the validation and the reliability of the questionnaire are clearly presented.

(3-2): Study Methodology

This research is a Case Study at pharmacy one. Empirical data were collected and analyzed through a descriptive quantitative approach. This approach was chosen because the current study was concerned with testing the validity and discerning the suitability of the constructed evaluatory model.

Investigative research was deemed as the most suitable technique for measuring the quantitative data (Neuman, 2003). It includes gathering of information about the subject to be measured from the members of the study sample and analyzing their responses to a set of predetermined questions.

The research design chosen for the study is the survey approach. The survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables .The survey

research of knowledge at its best can provide very valuable data. It involves a careful design and execution of each of the components of the research process.

The researcher designed a survey instrument that could be administrated to selected subjects. The purpose of the survey instrument was to collect data about the respondents on study variables.

(3-3): Study Population and Sample

The population of this study consists of the customers of pharmacy one in its 41 branches out of 43 branches located in Amman; some of those branches are opened 24 hours for 7 days; so as to offer different pharmaceutical services to customers when needed.

Pharmacy One was established in 2001, it has grown significantly since then, nowadays it is the first and the leading chain pharmacy in Jordan, it offers an extensive range of medications and other over the counter products that meets the continuously changing and growing demands of the Jordanian market.

Pharmacy One employs a highly qualified team of experts that fully understand the demands of the industry and strives to meet them in accordance with the highest level of professionalism. The company adopts a set of unique values that include a deep-seated respect for individuals, a strong sense of integrity, solid team work, and a passion for extraordinary customer service.

The researcher chooses a convenience sample from the customers who will visit pharmacy one branches during the period of the study that is consisting of (300) respondents, who were selected at different times during the day.

After distributing (300) questionnaires to the study sample, a total of (287) answered questionnaires were retrieved, of which (39) were invalid, Therefore, (248) answered questionnaires were valid for the study.

(3-4): Demography of Study Sample

Tables (3-1); (3-2) and (3-3) shows the demographic variables of the study sample (Gender; Age and Qualification).

Table (3-1)

Descriptive of the Gender of the sample

Variables	Categorization	Frequency	Percent
Gender	Male	132	53.2
	Female	116	46.8
Total		248	100%

Table (3-1) clarifies the gender of the study sample, (53.2%) of the study sample were male and (46.8%) of the study sample were female.

On the other hand, table (3-2) shows that the (37.9%) of the sample range aged less than 30 Years, (19.8%) of the sample range aged between 30 – Less than 35 Years, (16.5%) of the sample range aged between 35 – Less than 40 Years. (9.3%)

of the sample range aged between 40 – Less than 45 Years. (16.5%) of the sample range aged from 45 years and above.

Table (3-2)

Descriptive of the Age of the sample study

Variables	Categorization	Frequency	Percent
Age	Less than 30 Years	94	37.9
	From 30 – Less than 35 Years	49	19.8
	From 35 – Less than 40 Years	41	16.5
	From 40 – Less than 45 Years	23	9.3
	45 Years or greater	41	16.5
Total		248	100%

Descriptive analysis for the qualification in the table (3-3) shows that (9.7%) from the study sample were high school graduate or below, (12.5%) have Diploma degree, (56%) from the study sample have BSc degree, (17.3%) from the study sample have master degree, finally, (4.4%) from the study sample have PhD degree.

Table (3-3)

Descriptive of the qualification of the sample study

Variables	Categorization	Frequency	Percent
Educational Level	High School or below	24	9.7
	Diploma	31	12.5
	BSc	139	56
	Master / High Diploma	43	17.3
	PhD	11	4.4
Total		248	100%

(3-5): Study Tools and Data Collection

The current study is of two parts, theoretical and practical. In the theoretical aspect, the researcher relied on the scientific studies that are related to the current study. Whereas in the practical aspect, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses.

The data collection, manners of analysis and programs used in the current study were based on two sources:

1. Secondary sources: The researcher referred primarily to secondary sources such as books, articles, university theses and dissertations and other documentary material for formulating the theoretical framework of the study and to construct its model.

2. Primary source: a questionnaire that was designed to reflect the study objectives and questions.

In this study, both primary and secondary data were used. The data collected for the model were through a questionnaire. After conducting a thorough review of the literature pertaining to study variables, the researcher formulated the questionnaire instrument for this study.

The questionnaire instrumental sections are as follows:

Section One: **Demographic Variables**. The demographic information was collected with closed-ended questions, through (3) factors (Gender; Age and Qualification).

Section Two*: Customer Orientation*. This section measured the Customer Orientation through (13) items from (1) to (13).

Section Three*: Customer Satisfaction*. This section measured the Customer Satisfaction through (8) items from (14) to (21).

Section Three: **Service Quality**. This section measured the **Service Quality** through (5) dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy); through (26) items as follows:

Service Quality	Tangibility	Reliability	Responsiveness	Assurance	Empathy
No. of items	5	5	6	5	5
Items Arrangement	22 – 26	27 – 31	32 – 37	38 – 42	43 – 47

All items were measured on a Likert-type scale as follows:

Always	Most of the time	Sometimes	Rarely	Never
5	4	3	2	1

(3-6): Statistical Treatment

The data collected from the respondents of the study questionnaire were used through Statistical Package for Social Sciences (SPSS Ver.21) and Amos Ver.21 for data analysis. Finally, the researcher used the suitable statistical methods that consist of:

(3-6-1): Descriptive Statistics Methods

▪ *Percentage and Frequency*.

▪ *Arithmetic Mean* to identify the level of response of study sample individuals to the study variables.

▪ *Standard Deviation* to Measure the responses spacing degree about Arithmetic Mean.

▪ Relative importance, assigned due to:

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

$$\text{Class Interval} = \frac{5-1}{3} = \frac{4}{3} = 1.33$$

The Low degree from 1- less than 2.33

The Medium degree from 2.34 – 3.67

The High degree from 3.68 and above.

(3-6-1): Inferential Statistics Methods

- *Cronbach Alpha reliability* (α) to measure strength of the correlation and coherence between questionnaire items.

- Variance Inflation Factor and Tolerance to make sure that there are no Multicollinearity between independent variables.

- Simple and Multiple Regression analysis to Measure the impact of study variables on testing the direct effects.

- Path Analysis to test the direct and indirect impact of independent variables on dependent variable through mediating variable.

(3-7): Validity

(3-7-1): Face Validity

To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research constructs was thoroughly performed by academic reviewers from Middle East University specialized in Business Administration and Marketing. Some items were added, while others were dropped based on their valuable recommendations. Some others were reformulated to become more accurate to enhance the research instrument.

The academic reviewers were (4) and the overall percentage of respond was (100%), (see appendix "2").

(β-7-2): Construct Validity

(β-7-2-1): Exploratory Factor Analysis

When we make exploratory factor analysis of the Customer Orientation variable that included (13) items, the results indicate regarding the factor loading that the item number (2) which exceeded downloaded rates below than (60%) which means the need to be excluded, so as not to affect the results of the analysis. This is mean that the customer orientation measured through (12) items.

On the other hand, the researcher used the exploratory factor analysis to customer satisfaction variable that included (8) items, the results indicate regarding the factor loading that the item number (4) which exceeded downloaded rates below than (60%) which means the need to be excluded, so as not to affect the results of the analysis. This is mean that the customer satisfaction measured through (7) items.

Finally, the researcher used the exploratory factor analysis to Service Quality variable that included (5) dimensions, the results indicate regarding the factor loading that the items for all dimensions exceeded downloaded rates high

than (60%). This is mean that the Service Quality variable measured through (5) dimensions and (26) items.

(β-7-2-2): Confirmatory Factor Analysis

- ### Confirmatory Factor Analysis of Customer Orientation

The model is tested for the combined data from Pharmacy One (N=248). According to Kline (2011), values which indicate satisfactory adjustment for a model are: Chi^2/df values (2) or (3) at most, up to (5); GFI values higher than (0.90); CFI values higher than (0.90) and RMSEA, values lower than (0.05) or up to (0.08). The first order confirmatory test shown the χ^2 statistic was (304.708), DF = 65, $p < 0.000$, with the χ^2/df ratio having a value of (4.688) that is between 2 and 5 which indicating good fit. However, the Goodness Fit Index GFI was (0.835). The comparative fit index CFI was (0.765). These scores are less than (0.90) which is not satisfactory. The next set of fit statistics focus on the root mean square error of approximation RMSEA which is (0.122) which is higher than 0.08 indicating poor fit. Regarding the factor loading, the standardized coefficients estimate for the item (CO2) is below than acceptable level (0.35) as Hair, et..al., (2010) stated argue that the factor loading for each latent variable be equal to or greater than (0.35) comparative with sample size. Based on this situation, it is suggested to remove this item, before running the analysis and added some relationships between

Customer Orientation items in order to enhance the model fitness as shown in Figure (3-1).

Figure (3-1) Confirmatory Factor Analysis of Customer Orientation
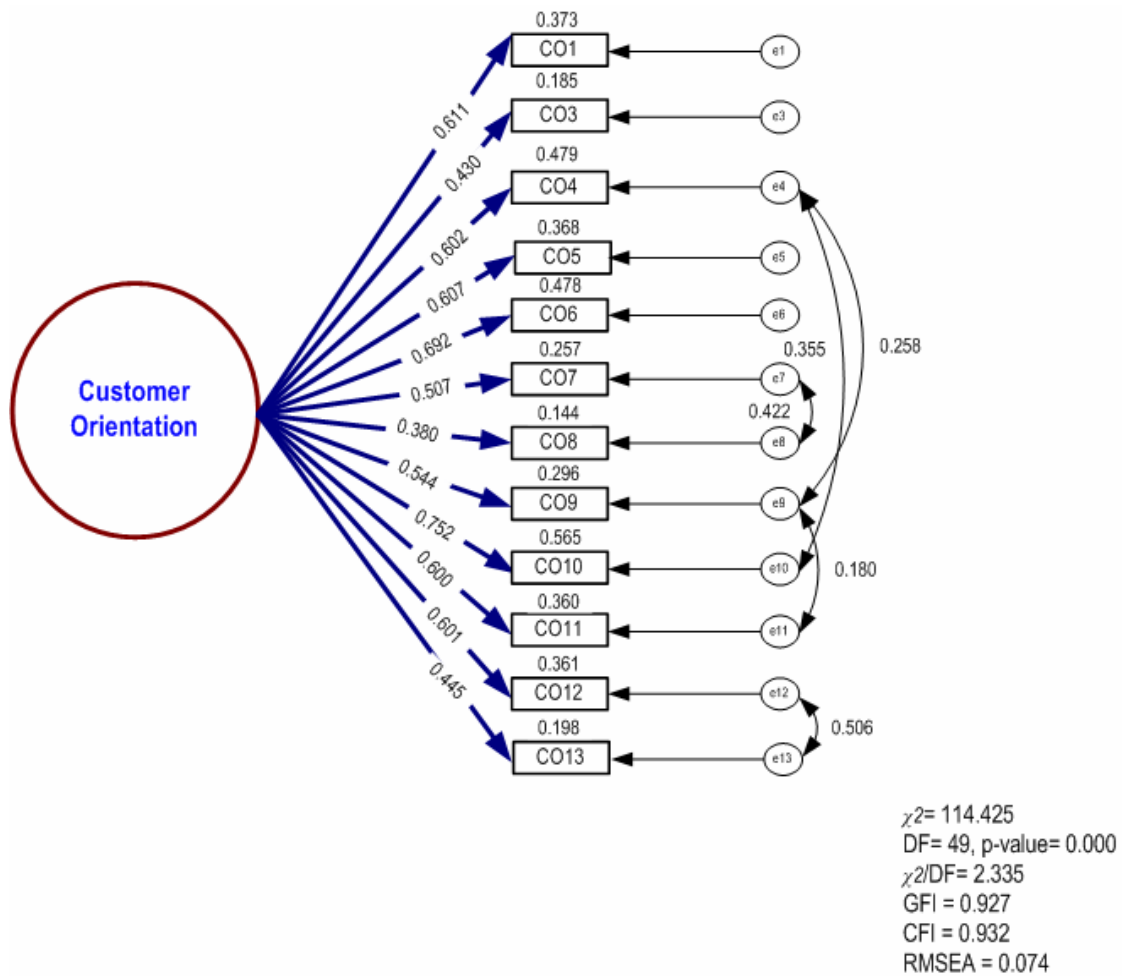
Modify the Customer Orientation model with (12) items showed an adequate fit as shown in Figure (3-1). The χ2 statistic was (114.425), DF = 49, p < 0.000, with the χ2/df ratio having a value of (2.335) that is between 2 and 5 which indicating good fit. However, the Goodness Fit Index GFI was (0.927). The comparative fit index CFI

was (0.932). The next set of fit statistics focus on the root mean square error of approximation RMSEA which is (0.074) which is less than 0.08 indicating good fit. On the factor loading, the standardized coefficient estimates are between (0.380) and (0.752) are good since they are above the acceptable level of (0.35) with p-value < 0.000. Therefore, it is suggested that these items be used to measure the Customer Orientation.

■ *Confirmatory Factor Analysis of Customer Satisfaction*

The model is tested for the combined data from Pharmacy One (N=248). According to Kline (2011), values which indicate satisfactory adjustment for a model are: Chi^2/df values (2) or (3) at most, up to (5); GFI values higher than (0.90); CFI values higher than (0.90) and RMSEA, values lower than (0.05) or up to (0.08). The first order confirmatory test shown the χ2 statistic was (72.579), DF = 20, p < 0.000, with the χ2/df ratio having a value of (3.629) that is between 2 and 5 which indicating good fit. However, the Goodness Fit Index GFI was (0.934). The comparative fit index CFI was (0.928). These scores are more than (0.90) which indicates a good fit. The next set of fit statistics focus on the root mean square error of approximation RMSEA which is (0.103) which is higher than 0.08 indicating poor fit. Regarding the factor loading, the standardized coefficients estimate for the item (CS4) is below than acceptable level (0.35) as Hair, et..al., (2010) stated

argue that the factor loading for each latent variable be equal to or greater than (0.35) comparative with sample size. Based on this situation, it is suggested to remove this item, before running the analysis and added some relationships between Customer Satisfaction items in order to enhance the model fitness as shown in Figure (3-2).

Figure (3-2) Confirmatory Factor Analysis of Customer Satisfaction

$\chi 2= 22.105$
DF= 12, p-value= 0.036
$\chi 2/DF= 1.842$
GFI = 0.975
CFI = 0.985
RMSEA = 0.058

Modify the Customer Satisfaction model with (7) items showed an adequate fit as shown in Figure (3-2). The χ2 statistic was (22.105), DF = 12, p < 0.036, with the

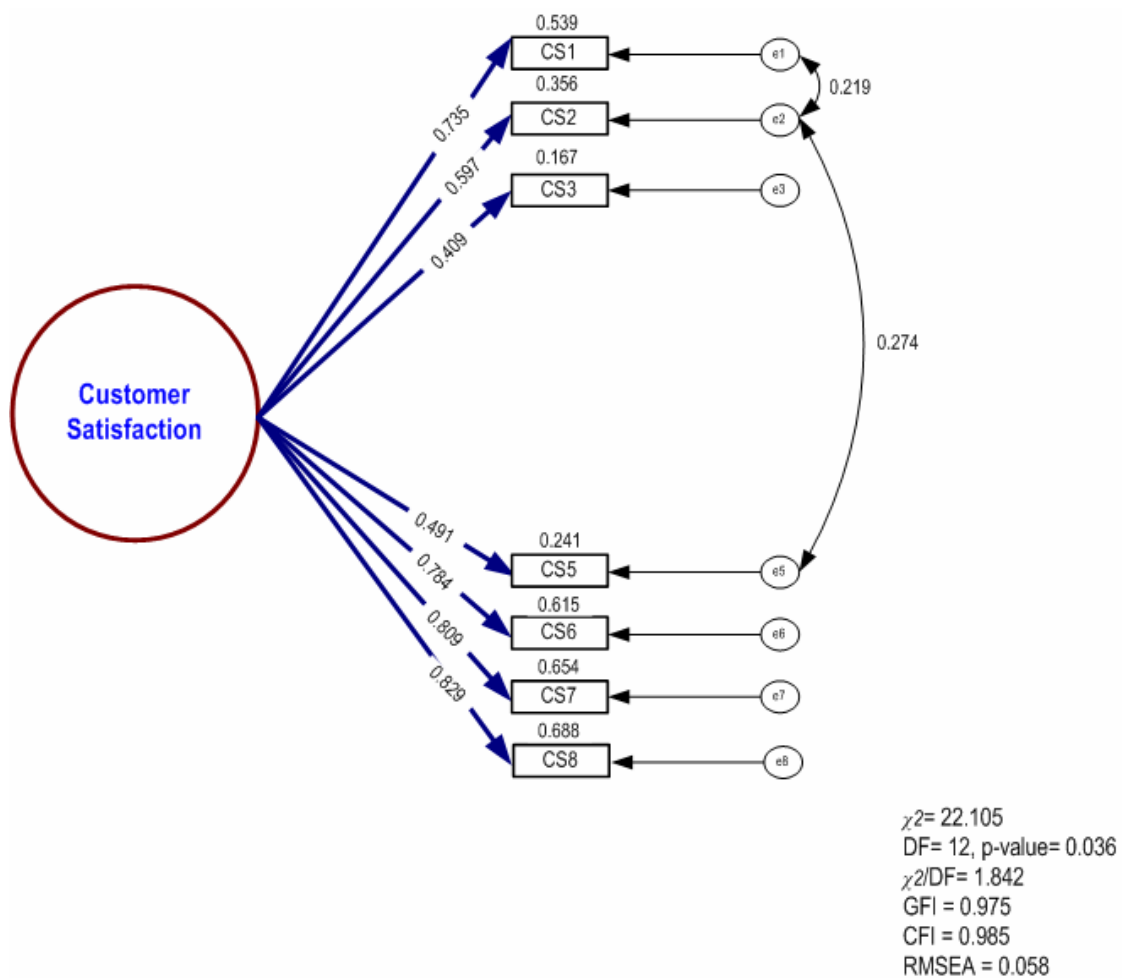χ2/df ratio having a value of (1.842) that is between 2 and 5 which indicating good fit. However, the Goodness Fit Index GFI was (0.975). The comparative fit index CFI was (0.985). The next set of fit statistics focus on the root mean square error of approximation RMSEA which is (0.058) which is less than 0.08 indicating good fit. On the factor loading, the standardized coefficient estimates are between (0.409) and (0.829) are good since they are above the acceptable level of (0.35) with p-value < 0.000. Therefore, it is suggested that these items be used to measure the Customer Satisfaction.

- *Confirmatory Factor Analysis of Service Quality*

The model tested shows that Service Quality is a five constructs structure which composed of Tangibility (Tan), Reliability (Rel), Responsiveness (Res), Assurance (Ass) and Empathy (Emp). The model is tested for the combined data from Pharmacy One (N=248). According to Kline (2011), values which indicate satisfactory adjustment for a model are: Chi^2/df values (2) or (3) at most, up to (5); GFI values higher than (0.90); CFI values higher than (0.90) and RMSEA, values lower than (0.05) or up to (0.08). The first order confirmatory test with multiple factors result showed an adequate fit as shown in Figure 5. The χ2 statistic was (762.398), DF = 290, p < 0.000, with the χ2/df ratio having a value of (2.629) that is between 2 and 5 which indicating good fit. However, the Goodness Fit Index GFI

was (0.817). The comparative fit index CFI was (0.830). These scores are less than (0.90) which is not satisfactory. The next set of fit statistics focus on the root mean square error of approximation RMSEA which is (0.081) which is higher than 0.08 indicating poor fit.

Modify the Service Quality model with five factors and (26) items showed an adequate fit as shown in Figure (3-3). The χ^2 statistic was (598.392), DF = 285, p < 0.000, with the χ2/df ratio having a value of (2.100) that is between 2 and 5 which indicating good fit. However, the Goodness Fit Index GFI was (0.885). The comparative fit index CFI was (0.887). The next set of fit statistics focus on the root mean square error of approximation RMSEA which is (0.067) which is less than 0.08 indicating good fit. On the factor loading, the standardized coefficient estimates are between (0.360) and (0.841) are good since they are above the acceptable level of (0.35) with p-value < 0.001. Therefore, it is suggested that these five constructs be used to measure the Service Quality.

Figure (3-3) Confirmatory Factor Analysis of Service Quality
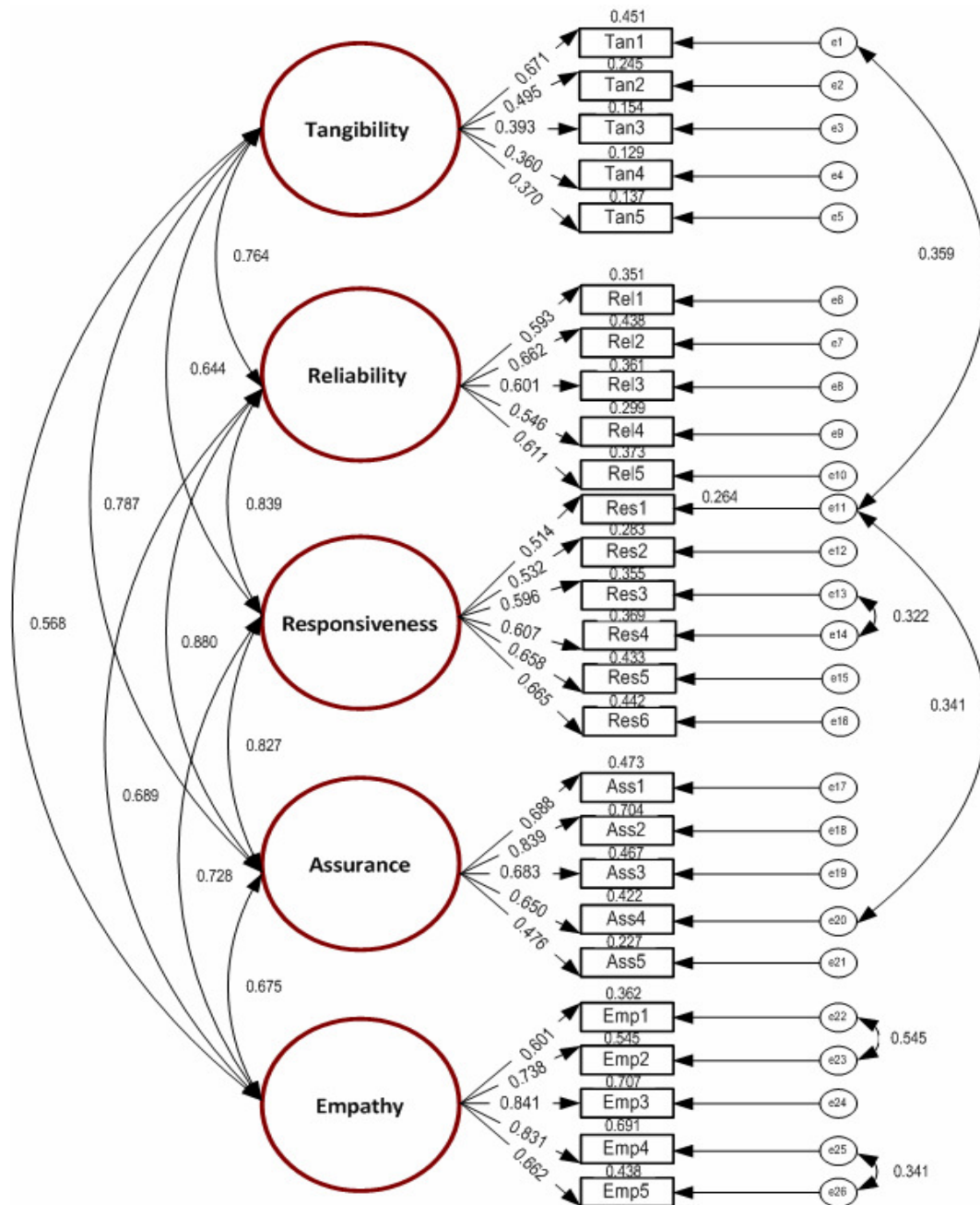
$\chi 2$= 598.392
DF= 285, p-value= 0.000
$\chi 2$/DF= 2.100
GFI = 0.855
CFI = 0.887
RMSEA = 0.067

(3-8): Reliability

Cronbach's alpha, was used to determine the internal consistency reliability of the elements comprising the four constructs as suggested by Gregory (2004). Reliability should be (0.60) or higher to indicate adequate convergence or internal consistency (Sekaran & Bougie, 2010: 184).

Whereas the High level of Cronbach Alpha (α) is to Service quality = (0.925) after refinement. The lowest level of Cronbach Alpha (α) is to Customer Satisfaction = (0.838) after refinement.

These results are the acceptable levels as suggested by (Sekaran & Bougie, 2010: 184). The results were shown in Table (3-4).

Table (3-4)

Reliability of Questionnaire Dimensions

No.	Variable	Dimensions	Cronbach's alpha for initial items before refinement		Cronbach's alpha for initial items after refinement	
			No of items	Cronbach's alpha Value	No of items	Cronbach's alpha Value
1	*Customer Orientation*		13	0.848	12	0.849
2	*Customer Satisfaction*		8	0.803	7	0.838
3	*Service Quality*		26	0.925	26	0.925
	(3-1)	Tangibility	5	0.765	5	0.765
	(3-2)	Reliability	5	0.779	5	0.779
	(3-3)	Responsiveness	6	0.817	6	0.817
	(3-4)	Assurance	5	0.789	5	0.789
	(3-5)	Empathy	5	0.872	5	0.872
Questionnaire Overall			47	0.928	45	0.942

CHAPTER FOUR
Analysis of Results & Hypotheses Testing

(4-1): Preface

(4-2): Descriptive Analysis of Study Variables

(4-3): Study Hypotheses Test

(4-1): Preface

According to the purpose of the research and the research framework presented in the previous chapter, this chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. The data analysis includes a description of the Means and Standard Deviations for the questions of the study; Multiple Regression analysis and path analysis used.

(4-2): Descriptive Analysis of Study Variables

(4-2-1): Descriptive Analysis of Customer Orientation

The researcher used the arithmetic mean, standard deviation, t-test, item importance and importance level as shown in Table (4-1).

Table (4-1) Clarifies the importance level of Customer Orientation, where the means for Customer Orientation range from (3.512 - 4.516) compared with general mean amount of (4.096). We observe that the highest mean for the "*The pharmacist keeps your medical information confidential"* with mean (4.516), Standard deviation (0.824). The lowest mean was for the "*Pharmacy one chain pharmacies continuously ask you to evaluate their services*" With Average (3.512) and

Standard deviation (1.355). In general, it appears that the Importance level of Customer Orientation at Pharmacy One was high.

Table (4-1)

Arithmetic mean, SD, t-test, item importance and importance level of Customer Orientation at Pharmacy One

No.	Customer Orientation	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	The pharmacist at pharmacy one provides you with all important information related to your specific health needs	4.290	0.812	25.006	0.000	3	High
3	Pharmacy One provides a telephone information service for those who needs it	4.237	0.979	19.903	0.000	6	High
4	The pharmacist tries to encourage you to discuss your needs	3.854	0.962	13.988	0.000	10	High
5	When you purchase a medication without prescription the pharmacist asks you why do you need it	3.850	1.223	10.955	0.000	11	High
6	The pharmacist try to answer all your questions accurately	4.246	0.819	23.935	0.000	5	High
7	The pharmacist tries to suggest the most suitable medication or product that meets your specific need	4.084	0.980	17.430	0.000	7	High
8	The pharmacist focuses on convincing you to buy the product instead of forcing you	4.072	1.035	16.317	0.000	8	High
9	The pharmacist keeps your medical information confidential	4.516	0.824	28.956	0.000	1	High
10	The pharmacist at pharmacy one puts customer interests first	4.282	0.858	23.509	0.000	4	High
11	The pharmacist keeps his/her patience even when the customer is upset and annoyed	4.310	0.787	26.214	0.000	2	High
12	Pharmacy one chain pharmacies encourage their customers to share their comments and complaints	3.899	1.113	12.712	0.000	9	High
13	Pharmacy one chain pharmacies continuously ask you to evaluate their services	3.512	1.355	5.949	0.000	12	Median
General Arithmetic mean and standard deviation		4.096	0.582				

(4-2-2): Descriptive Analysis of Customer Satisfaction

The researcher used the arithmetic mean, standard deviation, t-test, item importance and importance level as shown in Table (4-2).

Table (4-2) Clarifies the importance level of Customer Satisfaction, where the means for Customer Satisfaction range between (4.270 - 4.693) compared with general mean amount of (4.513). We observe that the highest mean for the "***I am satisfied that I can find pharmacy one branches in most of Amman areas***" with mean (4.693), Standard deviation (0.638). The lowest mean was for the "***Pharmacists try to provide me with my medication even when it's not available***" With Average (4.270) and Standard deviation (0.906). In general, it appears that the Importance level of Customer Satisfaction at Pharmacy One was high.

Table (4-2)

Arithmetic mean, SD, t-test, item importance and importance level of Customer

Satisfaction at Pharmacy One

No.	Customer Satisfaction	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
13	I Believe that pharmacy one chain pharmacies completely meet my expectations compared to other pharmacies	4.548	0.689	35.366	0.000	3	High
14	I am satisfied that I can find pharmacy one branches in most of Amman areas	4.693	0.638	41.767	0.000	1	High
15	Pharmacy one Chain Pharmacies are committed to the prices imposed by Jordan Pharmaceutical Association and Jordan Food and drug administration	4.665	0.712	36.833	0.000	2	High
16	Pharmacists try to provide me with my medication even when it's not available	4.270	0.906	22.070	0.000	7	High
17	I'm satisfied with the quality of service provided by Pharmacy one chain pharmacies	4.548	0.634	38.434	0.000	3	High
18	I expect that pharmacy one chain pharmacies will meet all my needs	4.471	0.696	33.280	0.000	5	High
19	My experience at Pharmacy one chain pharmacies meets my pre purchase expectations	4.395	0.729	30.138	0.000	6	High
General Arithmetic mean and standard deviation		4.513	0.512				

(4-2-3): Descriptive Analysis of Service Quality

(4-2-3-1): Descriptive Analysis of Tangibility

The researcher used the arithmetic mean, standard deviation, t-test, item importance and importance level as shown in Table (4-3).

Table (4-3) Clarifies the importance level of Tangibility, where the means for Tangibility range from (3.717 - 4.697) compared with general mean amount of (4.371). We observe that the highest mean for the "***The exterior design of the pharmacy (Pharmacy sign) clearly exposes the location of the pharmacy"*** with mean (4.697), Standard deviation (0.525). The lowest mean was for the "***It is easy to find parking lots near the pharmacy***" With Average (3.717) and Standard deviation (1.068). In general, it appears that the Importance level of Tangibility at Pharmacy One was high.

Table (4-3)

Arithmetic mean, SD, t-test, item importance and importance level of Tangibility at

Pharmacy One

No.	Tangibility	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
20	Pharmacists are clean and neat	4.576	0.631	39.308	0.000	3	High
21	The exterior design of the pharmacy (Pharmacy sign) clearly exposes the location of the pharmacy	4.697	0.525	50.832	0.000	1	High
22	The design of the OTC area enables you to find what you are looking for easily	4.274	0.818	24.525	0.000	4	High
23	It is easy to find parking lots near the pharmacy	3.717	1.068	10.574	0.000	5	High
24	Opening hours of Pharmacy one chain pharmacies suit the customers' conditions	4.588	0.661	37.828	0.000	2	High
General Arithmetic mean and standard deviation		4.371	0.462				

(4-2-3-2): Descriptive Analysis of Reliability

The researcher used the arithmetic mean, standard deviation, t-test, item importance and importance level as shown in Table (4-4).

Table (4-4) Clarifies the importance level of Reliability, where the means for Reliability range from (3.717 - 4.697) compared with general mean amount of (4.388). We observe that the highest mean for the "***The pharmacists provide their services right the first time"*** with mean (4.552), Standard deviation (0.573). The lowest mean was for the "***You can rely on the pharmacists to advise you with minor health problems that you might face***" With Average (4.254) and Standard deviation

(0.781). In general, it appears that the Importance level of Reliability at Pharmacy One was high.

Table (4-4)

Arithmetic mean, SD, t-test, item importance and importance level of Reliability at Pharmacy One

No.	Reliability	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
25	When you have a problem, the pharmacists show a sincere intention in solving it	4.302	0.680	30.149	0.000	4	High
26	You can rely on the pharmacists to advise you with minor health problems that you might face	4.254	0.781	25.258	0.000	5	High
27	You feel that you can always depend on pharmacy one in providing your medications and other needs	4.463	0.635	36.286	0.000	2	High
28	When the pharmacist promises to do something by a certain time (egs. Providing a certain medication),they do so	4.371	0.713	30.244	0.000	3	High
29	The pharmacists provide their services right the first time	4.552	0.573	42.608	0.000	1	High
General Arithmetic mean and standard deviation		4.388	0.496				

(4-2-3-3): Descriptive Analysis of Responsiveness

The researcher used the arithmetic mean, standard deviation, t-test, item importance and importance level as shown in Table (4-5).

Table (4-5) clarifies the importance level of Responsiveness, where the means for Responsiveness range between (4.080 - 4.580) compared with general mean

amount of (4.308). We observe that the highest mean for the "***Pharmacist are nice and welcoming***" with mean (4.580), Standard deviation (0.662). The lowest mean was for the "***Pharmacists are never too busy to respond to your requests***" With Average (4.080) and Standard deviation (0.785). In general, it appears that the Importance level of Responsiveness at Pharmacy One was high.

Table (4-5)

Arithmetic mean, SD, t-test, item importance and importance level of

Responsiveness at Pharmacy One

No.	Responsiveness	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
30	Pharmacist are nice and welcoming	4.580	0.662	37.577	0.000	1	High
31	There are enough number of pharmacists to help all customers	4.314	0.833	24.846	0.000	4	High
32	Pharmacists are never too busy to respond to your requests	4.080	0.785	21.666	0.000	6	High
33	The pharmacist can interact with you and provides you with a high quality service even when there is long queue	4.165	0.800	22.929	0.000	5	High
34	When you need a pharmaceutical advice the pharmacist is willing to help you	4.362	0.745	28.783	0.000	2	High
35	The pharmacist gives you a prompt service	4.346	0.685	30.925	0.000	3	High
General Arithmetic mean and standard deviation		4.308	0.545				

(4-2-3-4): Descriptive Analysis of Assurance

The researcher used the arithmetic mean, standard deviation, t-test, item importance and importance level as shown in Table (4-6).

Table (4-6) clarifies the importance level of Assurance, where the means for Assurance range between (4.342 - 4.657) compared with general mean amount of (4.481). We observe that the highest mean for the "*Pharmacy one pharmacists are consistently courteous to you*" with mean (4.657), Standard deviation (0.589). The lowest mean was for the "*The pharmacists have enough knowledge to answer all your questions*" With Average (4.342) and Standard deviation (0.725). In general, it appears that the Importance level of Assurance at Pharmacy One was high.

Table (4-6)

Arithmetic mean, SD, t-test, item importance and importance level of Assurance at Pharmacy One

No.	Assurance	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
36	The pharmacist behavior instills confidence in you	4.524	0.672	35.669	0.000	2	High
37	You feel safe dealing with the pharmacists at pharmacy one	4.512	0.667	35.689	0.000	3	High
38	The pharmacists have enough knowledge to answer all your questions	4.342	0.725	29.162	0.000	5	High
39	Pharmacy one pharmacists are consistently courteous to you	4.657	0.589	44.264	0.000	1	High
40	I think that Pharmacy One chain pharmacies will never offer a low quality service	4.371	0.834	25.882	0.000	4	High
General Arithmetic mean and standard deviation		4.481	0.517				

(4-2-3-5): Descriptive Analysis of Empathy

The researcher used the arithmetic mean, standard deviation, t-test, item importance and importance level as shown in Table (4-7).

Table (4-7) clarifies the importance level of Empathy, where the means for Empathy range from (3.963 - 4.274) compared with general mean amount of (4.123). We observe that the highest mean for the "***The pharmacist understands your fears about your health concerns"*** with mean (4.274), Standard deviation (0.856). The lowest mean was for the "***Pharmacists at Pharmacy One offer you a special and personal care***" With Average (3.963) and Standard deviation (0.983). In general, it appears that the Importance level of Empathy at Pharmacy One was high.

Table (4-7)

Arithmetic mean, SD, t-test, item importance and importance level of Empathy at

Pharmacy One

No.	Empathy	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
41	Pharmacy One pharmacists give you personal attention	4.060	0.952	17.533	0.000	4	High
42	Pharmacists at Pharmacy One offer you a special and personal care	3.963	0.983	15.439	0.000	5	High
43	The Pharmacist has your best interest at heart	4.116	0.894	19.665	0.000	3	High
44	Pharmacy One chain pharmacies understand your specific needs	4.201	0.848	22.296	0.000	2	High
45	The pharmacist understands your fears about your health concerns	4.274	0.856	23.418	0.000	1	High
General Arithmetic mean and standard deviation		4.123	0.739				

(4-3): Study Hypotheses Test

In this section the researcher used the Simple and Multiple Regression analysis to Measure the impact of study variables on testing the direct effects, then uses the Path Analysis to test the direct and indirect impact of independent variables on dependent variable through mediating variable.

HO₁: There is no statistically significant effect of customer orientation on customer satisfaction at pharmacy one at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the Simple regression analysis to ensure the effect of customer orientation on customer satisfaction at pharmacy one. As shown in Table (4-8).

Table (4-8)

Simple regression analysis to ensure the effect of customer orientation on customer satisfaction at pharmacy one

	(R)	(R²)	F Calculate	DF	Sig*	β	T Calculate	Sig*
Customer Satisfaction	0.647	0.419	177.377	1	0.000	0.647	13.318	0.000
				246				
				247				

* the impact is significant at level ($\alpha \leq 0.05$)

Table (4-8) shows that the effect of customer orientation on customer satisfaction at pharmacy one. As reflected by "R" and "R^2" value (0.647) , (0.419), which asserted that (0.419) of the explained variation in customer satisfaction at pharmacy one can be accounted for customer orientation. On the other hand, Table (4-8) for the executive data set indicated the slope value of (0.647) for the regression line. This suggested that for a one unit increase in customer orientation can significantly predict a (0.647) increase in customer satisfaction at pharmacy one. As well as Table (4-8) shows that the analysis of variance of the fitted regression equation is significant with F value of (177.377). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer orientation actually effect on customer satisfaction at pharmacy one with a coefficient of (0.647). Thus, customer orientation actually effect on customer satisfaction at pharmacy one.

There is a significant statistical effect of customer orientation on customer satisfaction at pharmacy one at level ($\alpha \leq 0.05$).

HO₂: There is no statistically significant effect of service quality (*Tangibility, Reliability, Responsiveness, Assurance and Empathy*) on customer satisfaction at pharmacy one at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the multiple regression analysis to ensure the effect of service quality dimensions on customer satisfaction at pharmacy one. As shown in Table (4-9).

Table (4-9)

Multiple regression analysis to ensure the effect of service quality dimensions on customer satisfaction at pharmacy one

	(R)	(R²)	F Calculate	DF	Sig*	B		T Calculate	Sig*
Customer Satisfaction	0.634	0.402	32.511	5	0.000	Tangibility	0.351	5.060	0.000
						Reliability	0.216	2.797	0.006
				242		Responsiveness	0.493	7.594	0.000
						Assurance	0.337	4.298	0.000
				247		Empathy	0.163	2.459	0.015

* the impact is significant at level (α ≤ 0.05)

Table (4-9) shows that service quality dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy) has a significant effect on customer satisfaction at pharmacy one. As reflected by "R" and "R2" value (0.634) , (0.402),

which asserted that (0.402) of the explained variation in customer satisfaction at pharmacy one can be accounted for service quality dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy). On the other hand, Table (4-9) for the executive data set indicated the slope value of (0.351), (0.216), (0.493), (0.337) and (0.163) for the regression line. This suggested that for a one unit increase in service quality dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy) at pharmacy one can significantly predict a (0.351), (0.216), (0.493), (0.337) and (0.163) increase in customer satisfaction value. As well as Table (4-9) shows that the analysis of variance of the fitted regression equation is significant with F value of (32.511). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that service quality dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy) actually effect on customer satisfaction at pharmacy one with a coefficient of (0.351) for Tangibility, (0.216) for Reliability, (0.493) for Responsiveness, (0.337) for Assurance and (0.163) for Empathy. Thus, service quality dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy) have a significant effect on customer satisfaction at pharmacy one.

There is a significant statistical effect of service quality (*Tangibility, Reliability, Responsiveness, Assurance and Empathy*) ***on customer satisfaction at pharmacy one at level ($\alpha \leq 0.05$).***

HO$_3$: There is no statistically significant effect of customer orientation on service quality at pharmacy one at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the Simple regression analysis to ensure the effect of customer orientation on service quality at pharmacy one. As shown in Table (4-10).

Table (4-10)

Simple regression analysis to ensure the effect of customer orientation on service quality at pharmacy one

	(R)	(R^2)	F Calculate	DF	Sig*	B	T Calculate	Sig*
service quality	0.598	0.358	137.120	1 246 247	0.000	0.598	11.710	0.000

* the impact is significant at level (α ≤ 0.05)

Table (4-10) shows that the effect of customer orientation on service quality at pharmacy one. As reflected by "R" and "R^2" value (0.598) , (0.358), which asserted that (0.358) of the explained variation in service quality at pharmacy one can be

accounted for customer orientation. On the other hand, Table (4-10) for the executive data set indicated the slope value of (0.598) for the regression line. This suggested that for a one unit increase in customer orientation can significantly predict a (0.598) increase in service quality at pharmacy one. As well as Table (4-10) shows that the analysis of variance of the fitted regression equation is significant with F value of (137.120). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer orientation actually effect on service quality at pharmacy one with a coefficient of (0.598). Thus, customer orientation actually effect on service quality at pharmacy one.

There is a significant statistical effect of customer orientation on service quality at pharmacy one at level ($\alpha \leq 0.05$).

HO₃₋₁: There is no statistically significant effect of customer orientation on service quality Tangibility at pharmacy one at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the Simple regression analysis to ensure the effect of customer orientation on service quality tangibility at pharmacy one. As shown in Table (4-11).

Table (4-11)

Simple regression analysis to ensure the effect of customer orientation on service quality tangibility at pharmacy one

	(R)	(R²)	F Calculate	DF	Sig*	B	T Calculate	Sig*
service quality tangibility	0.332	0.110	30.440	1 246 247	0.000	0.332	5.517	0.000

* the impact is significant at level (α ≤ 0.05)

Table (4-11) shows that the effect of customer orientation on service quality tangibility at pharmacy one. As reflected by "R" and "R²" value (0.332) , (0.110), which asserted that (0.110) of the explained variation in service quality tangibility at pharmacy one can be accounted for customer orientation. On the other hand, Table (4-11) for the executive data set indicated the slope value of (0.332) for the regression line. This suggested that for a one unit increase in customer orientation can significantly predict a (0.332) increase in service quality tangibility at pharmacy

one. As well as Table (4-11) shows that the analysis of variance of the fitted regression equation is significant with F value of (30.440). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer orientation actually effect on service quality tangibility at pharmacy one with a coefficient of (0.332). Thus, customer orientation actually effect on service quality tangibility at pharmacy one.

There is a significant statistical effect of customer orientation on service quality tangibility at pharmacy one at level ($\alpha \leq 0.05$).

HO$_{3-2}$: There is no statistically significant effect of customer orientation on service quality Reliability at pharmacy one at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the Simple regression analysis to ensure the effect of customer orientation on service quality reliability at pharmacy one. As shown in Table (4-12).

Table (4-12)

Simple regression analysis to ensure the effect of customer orientation on service

quality reliability at pharmacy one

	(R)	(R²)	F Calculate	DF	Sig*	B	T Calculate	Sig*
service quality reliability	0.520	0.270	91.016	1	0.000	0.520	9.540	0.000
				246				
				247				

* the impact is significant at level ($\alpha \leq 0.05$)

Table (4-12) shows that the effect of customer orientation on service quality

reliability at pharmacy one. As reflected by "R" and "R²" value (0.520) , (0.270),

which asserted that (0.270) of the explained variation in service quality reliability at

pharmacy one can be accounted for customer orientation. On the other hand, Table

(4-12) for the executive data set indicated the slope value of (0.520) for the

regression line. This suggested that for a one unit increase in customer orientation

can significantly predict a (0.520) increase in service quality reliability at pharmacy

one. As well as Table (4-12) shows that the analysis of variance of the fitted

regression equation is significant with F value of (91.016). This is an indication that

the model is a good one. Since the p-value is less than (0.05), it shows a statistically

significant relationship between the variables at (0.95) confidence level. The results

also indicate that customer orientation actually effect on service quality reliability at pharmacy one with a coefficient of (0.520). Thus, customer orientation actually effect on service quality reliability at pharmacy one.

There is a significant statistical effect of customer orientation on service quality reliability at pharmacy one at level ($\alpha \leq 0.05$).

HO$_{3-3}$: There is no statistically significant effect of customer orientation on service quality Responsiveness at pharmacy one at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the Simple regression analysis to ensure the effect of customer orientation on service quality responsiveness at pharmacy one. As shown in Table (4-13).

Table (4-13)

Simple regression analysis to ensure the effect of customer orientation on service quality responsiveness at pharmacy one

	(R)	(R^2)	F Calculate	DF	Sig*	B	T Calculate	Sig*
service quality responsiveness	0.537	0.288	99.661	1 246 247	0.000	0.537	9.983	0.000

* the impact is significant at level ($\alpha \leq 0.05$)

Table (4-13) shows that the effect of customer orientation on service quality responsiveness at pharmacy one. As reflected by "R" and "R^2" value (0.537) , (0.288), which asserted that (0.288) of the explained variation in service quality responsiveness at pharmacy one can be accounted for customer orientation. On the other hand, Table (4-13) for the executive data set indicated the slope value of (0.537) for the regression line. This suggested that for a one unit increase in customer orientation can significantly predict a (0.537) increase in service quality responsiveness at pharmacy one. As well as Table (4-13) shows that the analysis of variance of the fitted regression equation is significant with F value of (99.661). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer orientation actually effect on service quality responsiveness at pharmacy one with a coefficient of (0.537). Thus, customer orientation actually effect on service quality responsiveness at pharmacy one.

There is a significant statistical effect of customer orientation on service quality responsiveness at pharmacy one at level ($\alpha \leq 0.05$).

HO₃₋₄: There is no statistically significant effect of customer orientation on service quality Assurance at pharmacy one at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the Simple regression analysis to ensure the effect of customer orientation on service quality assurance at pharmacy one. As shown in Table (4-14).

Table (4-14)

Simple regression analysis to ensure the effect of customer orientation on service quality assurance at pharmacy one

	(R)	(R²)	F Calculate	DF	Sig*	B	T Calculate	Sig*
service quality assurance	0.499	0.249	81.483	1 246 247	0.000	0.499	9.027	0.000

* the impact is significant at level (α ≤ 0.05)

Table (4-14) shows that the effect of customer orientation on service quality assurance at pharmacy one. As reflected by "R" and "R²" value (0.499) , (0.249), which asserted that (0.249) of the explained variation in service quality assurance at pharmacy one can be accounted for customer orientation. On the other hand, Table (4-14) for the executive data set indicated the slope value of (0.499) for the regression line. This suggested that for a one unit increase in customer orientation can significantly predict a (0.499) increase in service quality assurance at pharmacy

one. As well as Table (4-14) shows that the analysis of variance of the fitted regression equation is significant with F value of (81.483). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer orientation actually effect on service quality assurance at pharmacy one with a coefficient of (0.499). Thus, customer orientation actually effect on service quality assurance at pharmacy one.

There is a significant statistical effect of customer orientation on service quality assurance at pharmacy one at level ($\alpha \leq 0.05$).

HO$_{3-5}$: There is no statistically significant effect of customer orientation on service quality Empathy at pharmacy one at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the Simple regression analysis to ensure the effect of customer orientation on service quality empathy at pharmacy one. As shown in Table (4-15).

Table (4-15)

Simple regression analysis to ensure the effect of customer orientation on service

quality empathy at pharmacy one

	(R)	(R²)	F Calculate	DF	Sig*	B	T Calculate	Sig*
service quality empathy	0.518	0.268	90.002	1	0.000	0.518	9.487	0.000
				246				
				247				

* the impact is significant at level ($\alpha \leq 0.05$)

Table (4-15) shows that the effect of customer orientation on service quality

empathy at pharmacy one. As reflected by "R" and "R²" value (0.518) , (0.268), which

asserted that (0.268) of the explained variation in service quality empathy at

pharmacy one can be accounted for customer orientation. On the other hand, Table

(4-15) for the executive data set indicated the slope value of (0.518) for the

regression line. This suggested that for a one unit increase in customer orientation

can significantly predict a (0.518) increase in service quality empathy at pharmacy

one. As well as Table (4-15) shows that the analysis of variance of the fitted

regression equation is significant with F value of (90.002). This is an indication that

the model is a good one. Since the p-value is less than (0.05), it shows a statistically

significant relationship between the variables at (0.95) confidence level. The results

also indicate that customer orientation actually effect on service quality empathy at pharmacy one with a coefficient of (0.518). Thus, customer orientation actually effect on service quality empathy at pharmacy one.

There is a significant statistical effect of customer orientation on service quality empathy at pharmacy one at level ($\alpha \leq 0.05$).

HO$_4$: There is no statistically significant mediating effect of Service Quality on the relationship between customer orientation and customer satisfaction at pharmacy one at level (α ≤ 0.05).

To test this hypothesis, the researcher uses the path analysis to ensure the mediating effect of Service Quality on the relationship between customer orientation and customer satisfaction at pharmacy one. As shown in Table (4-16).

From table (4-16) we observe that Service Quality value has a mediating effect between the customer orientation and customer satisfaction at pharmacy one. Through used the full mediation the ***Chi²*** was (57.895) at level ($\alpha \leq 0.05$), whereas the ***GFI*** was (0.928) Goodness of Fit Index approaching to one. On the same side the ***CFI*** was (0.932) Comparative Fit Index approaching to one, while the ***RMSEA*** was (0.048) approaching to zero, as Direct effect was (0.598) between customer orientation and service quality, (0.586) between service quality and customer

satisfaction. Also the Indirect impact was (0.350) between customer orientation on customer satisfaction through service quality at pharmacy one.

The **T** value calculated coefficient effect of the first path (**Customer Orientation → Service Quality**) (11.734) which is significant at level ($\alpha \leq 0.05$) while the **T** value calculated coefficient effect of the second path (**Service Quality → Customer Satisfaction**) (11.356) which is significant at level ($\alpha \leq 0.05$). This result indicates that service quality has mediating effect on the relationship between customer orientation and customer satisfaction at pharmacy one as shown in figure (4-1). Thus, rejected the null hypothesis and accepted the alternative hypothesis that states:

There is a statistical significant mediating effect of Service Quality on the relationship between customer orientation and customer satisfaction at pharmacy one at level (α ≤ 0.05).

Table (4-16)

Path analysis test results of the mediating effect of Service Quality on the relationship between customer orientation and

customer satisfaction at pharmacy one

	Chi² Calculate	GFI	CFI	RMSEA	Sig.*	Direct Effect		Indirect Effect	Path	T value	Sig.*
Customer Orientation on Customer Satisfaction through service quality	57.895	0.928	0.932	0.048	0.000	Customer Orientation on Service Quality	0.598	0.350*	CO → SQ	11.734	0.000
						Service Quality on Customer Satisfaction	0.586		SQ → CS	11.356	0.000

GFI: Goodness of Fit Index must Proximity to One
CFI: Comparative Fit Index must Proximity to One
RMSEA: Root Mean Square Error of Approximation must Proximity to Zero
* Indirect effect is multiplied the values of direct effects to variables
CO: Customer Orientation
SQ: Service Quality
CS: Customer Satisfaction

Figure (4-1)

Mediating effect of Service Quality on the relationship between customer orientation

and customer satisfaction at pharmacy one

Based on the previous results, a proposed model was built to display regression weights for each of the variables researched through uses the full mediation that inclusion of the mediation variable drops the relationship between the independent variable and dependent variable.

Structural Equation Model was used. The results indicate that the value of Chi^2 reached (26.513) which is significant at level ($\alpha \leq 0.05$). The Goodness of Fit Index (GFI) (0.950). In the same context Comparative Fit Index (CFI) (0.973). The value of root Mean Square Error of Approximation (RMSEA) (0.014). Which indicates that the model is statistically significant as shown in the table (4-17) and Figure (4-2).

Table (4-17)

Regression weights, Standard Error, Critical Ratio and Goodness of Fit Indices

Results to Study Variables

Variables			Estimate	S.E.	C.R	Sig
Customer Orientation	→	Service Quality	0.656	0.069	9.506	0.000
Service Quality	→	Customer Satisfaction	0.647	0.111	7.743	0.000
Tangibility $(R^2) = 0.110$	Reliability $(R^2) = 0.270$	Responsiveness $(R^2) = 0.288$	Assurance $(R^2) = 0.249$	Empathy $(R^2) = 0.268$		Customer Satisfaction $(R^2) = 0.419$
Model Goodness of Fit Indices Results	χ^2	DF	P	χ^2/DF	GFI	AGFI	NFI	CFI	RMSEA
	13.666	5	0.000	2.733	0.949	0.913	0.944	0.948	0.019

Figure (4-2)

Structural Equation Model

CHAPTER FIVE
Conclusions & Recommendations

(5-1): Conclusions and results discussion

(5-2): Recommendations

(5-1): Results Discussion and Conclusions

This study raised a number of questions, and developed hypotheses related to the study variables. The study results answered the study questions and came up with the following results:

1. **The Importance level of Customer Orientation was high**, which explains that customer orientation enables the company to create superior value for its customers because their needs are better understood (Narver and Slater, 1990).

2. **The Importance level of Customer Satisfaction was high**, which indicates that in order to increase the reputation and the profitability of a company, it has to generate satisfied customers who have the intentions to maintain their relationship with the company and remain loyal to it (Dahiyat, et..al., 2011).

3. **The Importance level of Service quality dimensions** (Tangibility, Reliability, Responsiveness, Assurance and Empathy) **was high**. This highlights its strong effect on business performance, lower costs, customer satisfaction, customer loyalty and profitability. (Dahiyat, et..al., 2011).

4. **There is a significant statistical effect of customer orientation on customer satisfaction**; this result shows that employees that focus on satisfying the customers' needs are strong assets to their organization (Bellou, 2009) and this result is further supported by *Ooi, et..al.,* (2011) who found that customer focus has

a significant and positive relationship with customer satisfaction, as it agrees with *Homburg, et..al.,* (2011) who found a positive, non-significant, and even adverse effects of salespeople's customer-oriented behaviors on customer loyalty.

5. There is a significant statistical effect of service quality (Tangibility, Reliability, Responsiveness, Assurance and Empathy) **on customer satisfaction.**

It is well documented in the service quality literature that customer-perceived service quality and customer satisfaction are the most important success factors of business competition for different organizations (Parasuraman et al., 1988; Wang et al., 2004). And that Customer satisfaction will enhance only when the organizations improve their service quality and relationship quality.(Segoro, 2013)

This result showed that each of service quality dimensions has appropriate reliability and that Responsiveness had the most significant effect on customer satisfaction followed by Tangibility, Assurance, Reliability and Empathy respectively, which agrees with *Abdul Rehman, (2012)* who confirmed the relation between service quality dimensions and customer satisfaction but differed in the level of significance for each dimension, it was found that Pakistani customers assurance, reliability, tangibility, and empathy had significant relationship with customer satisfaction, whereas UK customers revealed that assurance, reliability, and empathy have significant relationship with customer satisfaction and UAE customers

considered that assurance, and tangibility have the most significant relationship with customer satisfaction. Moreover, *Wang, et..al.,* (2004) found that assurance is the most important driver of customer satisfaction. The results also appeared to be consistent with the findings of **Archana & Subha** (2012) results found that three dimensions were positively related to perceived service quality in international air travel and of these dimensions, Cuisines provided and seat comfort safety which were the most important dimension in in-flight service quality and these dimensions had a significant effect on passengers' satisfaction.

6. There is a significant statistical effect of customer orientation on service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy);

These results appeared to be consistent with the results of *Ooi, et..al.,* (2011) and *Anosike & Eid* (2011) who found a significant and positive relationship between customer oreintation and service quality. It also agrees with the results of *Bellou V.* (2010) results who found that the extent to which employees create and use knowledge and focus on satisfying the needs of both internal customers and patients is indicative of the quality of care provided. This result is explained due to the sharp competition existing, which forced the organizations to provide high quality of service to the customers; which is crucial to the organization's performance. the organizations must believe that understanding and satisfying the need of both

employees and customers will eventually enhance the level of service quality, and when the employees realize that their organization sets the customer needs as a priority, they are more likely to do their best in order to provide care of high quality (Bellou V, 2009),

7. There is a statistical significant mediating effect of Service Quality on the relationship between customer orientation and customer satisfaction.

The results showed that service quality fully mediated the relationship between customer orientation and customer satisfaction, this finding is supported by the studies of *Ooi, et..al.,* (2011) who indicated a positive significant relation between customer focus and customer satisfaction, as well as a significant relation between customer focus and service quality, And it was also confirmed by the study of *Zhu & Chang* (2011) who found that the quality of customer services are critical for firms and without proper targeting and positioning strategies, even high quality products are unable to create the desired efficacy in enhancing corporate reputation. The adoption of customer orientation positively associates with corporate reputation for foreign firms; and that product and service quality may be used as marketing means for those firms.

This result indicates that Effective and participative management that focus on customers' needs could contribute towards a high level of customer satisfaction.

As for service quality, the management should always consider customer's feedback and complaints into quality improvement plans where service quality can be enhanced when this information is well attended. It is vital to make the customer feel satisfied with the services that the firm offers (Ooi, et..al., 2011).

(5-2): Recommendations

Based on the results of the study, the researcher suggests the following recommendations:

1. Formation of an organizational unit at Pharmacy one named customer relationship management which includes sub-units concerned with the application of theoretical ideas in this field.

2. Importance of putting the customer at the heart of the concerns of the senior management at Pharmacy one and put it into account in future Pharmacy one plans.

3. Great openness to Pharmacy one customers by building an integrated information system for each customer and the use of sophisticated means in contact with them, such as e-mail system and newsletters.

4. Benefit from the relevant technical skills that are related to the pharmacists and employing them to customer service.

5. Continuous communication with customers through the preparation of studies and scientific research, identify and meet the needs of customers and consider that the customer acquisition are of a high value for Pharmacy one.

6. Appraisal and reward systems need to be tied to customer-focused behaviors practiced by the employees.

7. Further studies are recommended to evaluate and compare the results between chain and independent pharmacies.

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Appendices

Appendix (1)
Names of arbitrators

No.	Name	Specialization	University
1	Prof. Dr. Mohammad Al-Nuaimi	Business Administration	MEU
2	Prof. Dr. Kamel Al-Moghrabi	Business Administration	MEU
3	Prof. Dr. Laith Al-Rubaie	Marketing	MEU
4	Dr. Issoud Al-Mahammed	E-Business	MEU

Appendix (2)

Mr/Mrs ……………………... Greeting

The researcher purposed to explore the "*The Effect of Customer Orientation on Customer Satisfaction: Examining the Mediating Effect of Service Quality A Case Study at Pharmacy One*"

I would be very grateful if you could answer ALL questions as completely and accurately as possible.

Thanks for answer all the items in the Questionnaire

First Section: Demographics Information

(1) Gender:			
Male	☐	Female	☐
(2) Age:			
Less than 30 years	☐	From 30 – Less than 35 Years	☐
From 35 – Less than 40 Years	☐	From 40 – Less than 45 Years	☐
45 Years or greater	☐		
(3) Educational Level:			
High School or below	☐	Diploma	☐
BSc	☐	Master / High Diploma	☐
PhD	☐		

Second Section: Customer Orientation

No	Item	Answer alternatives				
		Always	Mostly	Sometimes	Rarely	Never
1	The pharmacist at pharmacy one provides you with all important information related to your specific health needs					
2	When dispensing the medication the pharmacist writes down the prescribed direction of use					
3	Pharmacy One provides a telephone information service for those who needs it					
4	The pharmacist tries to encourage you to discuss your needs					
5	When you purchase a medication without prescription the pharmacist asks you why do you need it					
6	The pharmacist try to answer all your questions accurately					
7	The pharmacist tries to suggest the most suitable medication or product that meets your specific need					
8	The pharmacist focuses on convincing you to buy the product instead of forcing you					
9	The pharmacist keeps your medical information confidential					
10	The pharmacist at pharmacy one puts customer interests first					
11	The pharmacist keeps his/her patience even when the customer is upset and annoyed					
12	Pharmacy one chain pharmacies encourage their customers to share their comments and complaints					
13	Pharmacy one chain pharmacies continuously ask you to evaluate their services					

Third Section: Customer Satisfaction

No	Item	Answer alternatives				
		Always	Mostly	Sometimes	Rarely	Never
14	I Believe that pharmacy one chain pharmacies completely meet my expectations compared to other pharmacies					
15	I am satisfied that I can find pharmacy one branches in most of Amman areas					
16	Pharmacy one Chain Pharmacies are committed to the prices imposed by Jordan Pharmaceutical Association and Jordan Food and drug administration					
17	Discounts and offers are available on the non medication products, e.g. cosmetics and personal care					
18	Pharmacists try to provide me with my medication even when it's not available					
19	I'm satisfied with the quality of service provided by Pharmacy one chain pharmacies					
20	I expect that pharmacy one chain pharmacies will meet all my needs					
21	My experience at Pharmacy one chain pharmacies meets my pre purchase expectations					

Forth Section: Service Quality

No	Item	Answer alternatives				
		Always	Mostly	Sometimes	Rarely	Never
	Tangibility					
22	Pharmacists are clean and neat					
23	The exterior design of the pharmacy (Pharmacy sign) clearly exposes the location of the pharmacy					
24	The design of the OTC area enables you to find what you are looking for easily					
25	It is easy to find parking lots near the pharmacy					
26	Opening hours of Pharmacy one chain pharmacies suit the customers' conditions					
	Reliability					
27	When you have a problem, the pharmacists show a sincere intention in solving it					
28	You can rely on the pharmacists to advise you with minor health problems that you might face					
29	You feel that you can always depend on pharmacy one in providing your medications and other needs					
30	When the pharmacist promises to do something by a certain time (egs. Providing a certain medication),they do so					
31	The pharmacists provide their services right the first time					
	Responsiveness					
32	Pharmacist are nice and welcoming					
33	There are enough number of pharmacists to help all customers					
34	Pharmacists are never too busy to respond to your requests					
35	The pharmacist can interact with you and provides you with a high quality service even when there is long queue					
36	When you need a pharmaceutical advice the pharmacist is willing to help you					
37	The pharmacist gives you a prompt service					

No	Item	Answer alternatives				
		Always	Mostly	Sometimes	Rarely	Never
	Assurance					
38	The pharmacist behavior instills confidence in you					
39	You feel safe dealing with the pharmacists at pharmacy one					
40	The pharmacists have enough knowledge to answer all your questions					
41	Pharmacy one pharmacists are consistently courteous to you					
42	I think that Pharmacy One chain pharmacies will never offer a low quality service					
	Empathy					
43	Pharmacy One pharmacists give you personal attention					
44	Pharmacists at Pharmacy One offer you a special and personal care					
45	The Pharmacist has your best interest at heart					
46	Pharmacy One chain pharmacies understand your specific needs					
47	The pharmacist understands your fears about your health concerns					