An-Najah National University

Faculty of Graduate Studies

# The Impact of Innovative Marketing on Customer Satisfaction in Palestinian Mobile Operators

By

Israa Abu Rajab

Supervisor

Dr. Nidal Dwaikat

Co-Supervisor

Dr. Rani Shahwan

**This Thesis is Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Engineering Management, Faculty of Graduate Studies, An-Najah National University, Nablus – Palestine.**

**2021**

# The Impact of Innovative Marketing on Customer Satisfaction in Palestinian Mobile Operators

**By**

**Israa Abu Rajab**

**This thesis was defended successfully on 17/03/2021 and approved by:**

**Defense committee Members**                                                   **Signature**

- **Dr. Nidal Dwaikat**        **/ Supervisor**

- **Dr. Rani Shahwan**        **/ Co-Supervisor**

- **Dr. Mohammad Sleimi   / External Examiner**

- **Dr. Mohammed Othman / Internal Examiner**

# Dedication

To Mum, Dad, Mousa and Lila

# Acknowledgment

First and last thank to almighty God for his strength throughout this work.

My deepest gratitude to my supervisors Dr. Nidal Dwaikat and Dr.Rani Shahwan for their contribution and support through this research.

A special appreciation goes to Mr. Mousa Hamoudeh for his support.

At the end, I would like to thank all those people who made this thesis possible and an enjoyable experience for me.

# الإقرار

أنا الموقعة أدناه، مقدمة الرسالة التي تحمل العنوان:

## The Impact of Innovative Marketing on Customer Satisfaction in Palestinian Mobile Operators

أقر بأن ما شملت عليه الرسالة هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيث ورد، وأن هذه الرسالة ككل أو أي جزء منها لم يقدم من قبل لنيل أي درجة أو لقب علمي أو بحثي لدى أي مؤسسة علمية أو بحثية أخرى.

## Declaration

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degrees or qualifications.

**Students Name:**
اسم الطالب: اسراد صبحي ابورجب

**Signature:**
التوقيع:

**Date:**
التاريخ: 17-3-2021

# Table of Contents

# List of Tables

# List of Figures

# List of Abbreviations

| | |
|---|---|
| MI | Marketing Innovation |
| CS | Customer Satisfaction |
| BL | Brand Loyalty |
| GDP | Gross Domestic Product |
| 4P's | Product, Price, Place, and Promotion |
| SPSS | Statistical Package for the Social Sciences |
| ANOVA | Analysis of Variance |
| PCBS | Palestinian Central Bureau of Statics |
| WB | West Bank |
| SMS | Short Message Service |
| MMS | Multimedia Messaging Service |
| GPRS | General Packet Radio Service |

# The Impact of Innovative Marketing on Customer Satisfaction in Palestinian Mobile Operators

**By**
**Israa Abu Rajab**
**Supervisor**
**Dr. Nidal Dwaikat**
**Co-Supervisor**
**Dr. Rani Shahwan**

## Abstract

The competition within the telecommunication sector is increasing day by day in Palestine and therefore requires the telecom operators to be more adept in their strategic approach to meet the growing demands of customers. Effective innovation is believed to be a key in the approach of wining and maintaining customers. This research examines the impact of marketing innovation on brand loyalty in mobile operators in Palestine, customer satisfaction as a mediating variable. The study hypotheses were tested by using multiple regression based on a structured questionnaire distributed to 450 customers of Ooredoo Palestine and Jawwal, 432 questionnaires were returned, and 412 entered the analysis level. The data were collected through face-to-face interviews filling a paper-based questionnaire. Descriptive statistics and multiple regression were employed to examine the relationship between independent and dependent variables, smart PLS software program was used to analyze the indirect relationship between marketing innovation and brand loyalty, where customer satisfaction plays a mediating role. The results show that there is a positive and significant direct relationship between marketing innovation and brand loyalty, and it indicates a highly significant indirect effect between relationship marketing innovation and brand loyalty, considering customer

satisfaction as a mediating on this relation. The research also discloses that marketing innovation dimensions: product innovation, price innovation, promotion innovation have a significant positive relationship with both customer satisfaction and brand loyalty. The research recommends that mobile operators who desire to improve upon the level of customer satisfaction and brand loyalty should invest much in marketing innovation.

Academically, this research contributes to the understanding of how marketing innovation dimensions' influence customers and the importance of addressing each dimension. This study investigates under researched constructs and relationships in literature, mainly, in the West Bank. The findings of this research encourage researchers to dive into the complexity of how marketing innovation factors influence customer's behavior.

Managerially, this study alerts managers and decision-makers to the need for a deep attention to marketing innovation practices adopted in their companies.

# Chapter One
# Introduction

## 1.1 Overview

This chapter represents the background of the research, then it shows the background of Palestinian mobile operators. After that, it discusses the problem of the research. It also declares the objectives, questions of the research. Finally, the thesis structure is outlined.

## 1.2 General Background

Competition within telecommunication industry is getting tougher day after day due to globalization, liberalization, emerging technologies, and e-business. The power of providing a high degree of customer satisfaction (CS) services is critical to companies in differentiating themselves from their rivals. Particularly, in highly competitive industries, building strong relationships with customers is seen as the main factor in developing a sustainable competitive advantage, which leads to winning a market share. Loyal customers are important to business survival since attracting new customers is costlier than retaining old ones (Luarn & Lin, 2003; Nasir, 2005). Innovation helps companies in providing customized solutions to customers. The latest trends of firms show the importance of innovation in providing customized solutions to customers and to adapt the global market (Simon & Yaya, 2012).

Innovation has received a considerable attention from Scholars in marketing field. It has been studied from many points of view and

examined in many ways indicating its impact on firm performance. However, most of the studies focused on manufacturing industry and most of these in overseas countries (Al-Sa'd et al. , 2017; Atalay et al. , 2013; Daragahi, 2017;Gunday et al. ,2011;ul Hassan et al., 2013; Prajogo, 2016; Yang et al., 2019). This leaves a knowledge gap which needs to be filled. Following this literature gap, there is a need to find out the impact of marketing innovation (MI) practices on brand loyalty (BL) and CS in the service industry, especially in telecommunication industry in Palestine. Findings can help top management to better understand what dimensions of MI lead to BL and what should be adopted to increase CS and BL.

## 1.3  Background of Palestinian Mobile Operators

The Palestinian telecommunication sector plays a vital role in the Palestinian economy, contributing approximately 4% to Gross Domestic Product (GDP) (PCBS, 2018). Mobile phone services started in 1999, when Israel granted the Palestinian national authority frequencies to launch the first Palestinian mobile telephone service company "Jawwal" in Gaza and the West Bank (WB) (Abudaka, 2019). Nowadays, there are two main Palestinian mobile operators: Jawwal and Ooredoo Palestine. Both operators provide 2G, and 3G services in the WB, and 2G services in Gaza strip. Both operators offer two subscription methods for customers: postpaid and prepaid. Both options provide multi services such as SMS, MMS, GPRS, international roaming, and handset bundle packages. These two operators employ over 3400 employees and serve 4.2 million

subscribers by the end of 2019 (Office of the Quartet, 2017; PCBS, news, 2020).

However, the Palestinian telecommunications sector face restrictions due to Israeli control on the import of equipment for telecom and ICT companies, the inability to operate in more than 60% of the WB's Area C (which is under Israeli control), and the requirement by Israel that Palestinian operators go through an Israeli-registered company to access international links. Moreover, Palestinian telecom market face a competitive disadvantage because Israeli operators have 3G and 4G capabilities and are able to attract higher- value customers and illegal Israeli operators' captures more than 20% of the WB market in volume (Toameh, 2016).

## 1.4 Problem Statement

Many researchers have concluded that innovation has a significant impact on profit and CS. This study will go deeply with one type of innovation which is MI to find out its relationship with BL and CS. Customers are now demanding, exacting and segmented. They expect high quality, low price, and new technologies (Stark, 2011). To endure in the existing market conditions, organization must innovate to satisfy their customers to keep a sustainable competitive advantage (Panayides, 2006).

The Palestinian services industries have considerably grown lately, contributing highly to the Palestinian economy. The percentage value added to GDP by services for the year 2018 amounted to 61.9%. Compared to industrial sector which contributes 11.8% to the GDP, agricultural sector

which contributes 3% to the GDP, and construction sector which contributes 6.7% to the GDP, services sector is the most important sector in the Palestinian economy (PCBS, 2018).

The services industry employed about 62% of the total Palestinian labor force. It covers a wide range of services such as: banking, telecommunications, insurance, transportation and distribution services, hotels and restaurants (Fanack, 2017).

Palestine has experienced a rapid change in the telecom sector after the launch of 3G services. Telecommunication operators have invested huge amount of capital into acquiring licenses for 3G, to get one big and main goal: CS which leads to more revenue.

The concept of MI in telecom industry is new and unorganized, there are growing attempts to construct a suitable process for the mobile operators' case. However, these attempts depend on developing experience for themselves, and fast responses towards the market and competitors. Thus, the output is still unstable, with continuous need for radical improvements.

This study will follow the literature in finding out the relationship between MI and BL in telecom industry, CS as a mediating factor, but it will investigate the case of MI in Palestine in terms of Product, Price, Place, and Promotion (4Ps).

The addition of this research is examining the indirect relation between marketing innovation and brand loyalty, where customer satisfaction plays a mediating role in this relation.

## 1.5 Significance of Research

Several studies have been conducted to attempt to understand CS of mobile services customers (Denga, et al. 2010; Kim et al., 2004; Sogunro & Abiola, 2014). Most of these studies highlight that CS is the main important factor for mobile service providers on their way to obtaining economic success.

As Palestinian have been started using 3G services in 2018, and mobile number portability project is finally launched, it is the most suitable time to keep an eye on the current situation of MI in telecom industry, and how BL and CS is impacted. This study helps the management of the mobile operators to improve the marketing of its services in view of the rapid changing technology in the telecom sector. Accordingly, adopt a more aggressive customer-oriented posture in line with the available resources and customer needs.

As there are no previous studies about MI in telecom industry in Palestine, this study comes to be a reference study for future work. For instance, this study is important because:

 1) It aims to identify the strengths and weaknesses of MI practices in telecommunication sector.

2) It helps the related parties to recognize the needs of mobile users at different levels of the offered service to fulfill users' needs regarding their backgrounds.

## 1.6 Research Objectives & Research Questions

The research will attempt to provide answers to the following questions:

1. What is the current level of MI practices in Palestinian mobile operators?

2. What is the current level of CS in Palestinian mobile operators?

3. What is the current level of BL in Palestinian mobile operators?

4. How does MI affect BL in Palestinian mobile operators?

5. How does CS affect BL in Palestinian mobile operators?

6. How does MI affect CS in Palestinian mobile operators?

7. Does the CS mediate the relationship between MI and BL in Palestinian mobile operators?

Based on research questions, below hypotheses are formulated:

Hypothesis 1: There is no statistically significant effect at the level of significance ($p \leq 0.05$) for MI (Product, Promotion, Price, and Place) on customer satisfaction in mobile networks in Palestine.

Hypothesis 2: There is no statistically significant effect at the level of significance (p ≤0.05) for marketing innovation (Product, Promotion, Price, and Place) on brand loyalty in mobile networks in Palestine.

Hypothesis 3: There is no statistically significant effect at the level of significance (p ≤0.05 ) for customer's satisfaction on brand loyalty in mobile networks in Palestine.

Hypothesis 4: There is no statistically significant effect at the level of significance (p ≤0.05) for marketing innovation on brand loyalty, where customer satisfaction plays a mediating role in mobile networks in Palestine.

## 1.7 Thesis Structure

This thesis consists of six chapters (Introduction, Literature Review, Methodology, Data Analysis, Discussion, Conclusion and Recommendations).

**Chapter one:** is the introduction chapter that covers the background of Palestinian mobile operators, problem statement, significance of research, research objectives, and research questions.

**Chapter two:** reviews the literature related to innovation, MI, BL, and CS. And it focuses on concepts, models and theoretical framework of the study.

**Chapter three:** represents the methodology of this research in terms of data collection, data analysis, population, sampling plan, data reliability and validity.

**Chapter four:** represents the data analysis and concluding results, while.

**Chapter five:** includes a discussion of the results that obtained from chapter four.

**Chapter Six:** consists the summary of the thesis's findings, and recommendations for further work.

# Chapter Two
# Literature Review

## 2.1 Overview

This chapter presents a review of the literature related to key concepts and theories of this research. The literature review provides a starting point for the research, and it is an essential part of the research process, since it helps to generate ideas for research and summarizes existing research by identifying patterns, themes and issues. The areas were chosen due to the relevance of the topic investigated.

The main topics covered are the following:

- Innovation

- Marketing innovation

- Brand Loyalty

- Customer satisfaction

## 2.2 Innovation

In Today's competitive world, where customers ask for a value in their purchases, innovation has become fundamental in both science and business (Mahmoud et al., 2018). Innovation studies have started when Joseph Schumpeter defined it as carrying out new combination in any of five ways: launch new products, new methods of production or sales, new markets, new sources of supply, and new industries (Śledzik, 2013).

After Schumpeter, many researchers have studied innovation and come up with advanced and detailed definitions, one of these definitions is the creation of something new, not yet existent, which aims to attract a customer's attention (Pitra, 1997). Another definition is the implementation of a new product (good or service), a new process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations (OECD, 2005).

The most basic definition of innovation is doing something different, it is taken from "Innovare", a Latin word which means "into new". Innovation can be described as a new idea, product, and device (Kuczmarski, 2003). The word innovation is commonly used in industries to describe something risky, costly and time consuming (Prohaska & Costello, 2013). Another definition of innovation is a method of new markets, new product methods and recognition of new customers (Fri et al., 2013).

According to OECD, innovation has four main types: product innovation, process innovation, MI, and organizational innovation (OECD, 2005). This research deals with MI.

## 2.3 Marketing Innovation

MI is defined as "the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion, or pricing" (OECD, 2007). Another definition is "the degree of novelty in the implementation of three core business processes: product development management, supply chain management, and

customer relationship management (Cascio, 2011). The main factors for MI success are the three C's of business strategy: Customers, Competitors, or the Company itself (Ohmae, 1982). Organizations that understand the factors of marketing success establish a strong links with customers (Scott, 2013).

Another definition of MI is the creation and implementation of modern and latest ideas in order to create, communicate, and offer value to customers and handling the relationship with the customer (Tinoco, 2005). Other researchers have defined MI in terms of three strategies which are: price strategy, promotion strategy, and product strategy. These strategies lead changes in packaging, design, distribution methods, and advertising techniques (Rust et al., 2004).

MI aims at improving the current process of any organization to increase the CS. This can be achieved by implementing new marketing tools and activities (Kotler & Keller, 2012). These tools are the marketing mix elements which are: product, price, place, and promotion (4P's). Organizations can achieve their marketing objectives by the 4P's (Kotler, 2000).

MI is based on employing new marketing methods, concepts or strategies that haven't been used before in the organization. They are based on the combination of four items, which are: new product design (changes in shape or packaging), new pricing strategies, new retail concept (distribution

channels), and new promotion concept (advertising on social networks) (Stošić, 2007).

It was found that companies which aim at achieving marketing initiatives are most likely able to increase their CS as compared to competitors (Baker & Sinkula, 1999). By taking marketing initiatives into consideration, companies are successfully able to lead the market changes, create new ideas and access new information and resources which lead to developing new products or services (Rust et al., 2004).

Based on the literature represented above, it was found that MI was discussed in terms of either 4Ps or new technologies or applications. One of the studies that discussed the MI in telecom industry, was conducted in Ghana, it found that MI has a significant impact on CS. But it discussed MI as new applications or projects like mobile number portability, bulk messaging, and mobile money transfer (Diaw & Asare, 2018). Another study was conducted in India, it concluded that radical MI has a significant impact on company performance, it measured the MI in terms of the 4Ps (Ramaraju, 2014). The most related study for this research was conducted in Bangladesh, it concluded that mobile service providers must innovate in promotion to attract the customers. It also concluded that perceived value (PV), perceived quality (PQ), and customer expectation (CE) are the main success factors for CS (Islam et al., 2015).

Atalay et al. (2013) affirm that MI aims at addressing customer needs better, opening up new markets, launch new products or services with the purpose of increasing company's revenues. MIs are closely tied to pricing strategies, product package design properties, product placement and promotion activities along the lines of 4P's of marketing (Kotler & Armstrong, 1991).

Based on above, MI will be investigated by four dimensions: product innovation, pricing innovation, placement innovation, and promotional innovation.

## 2.3.1  Product Innovation

A product is anything that can be provided to get the market attention, user purchasing and using, in order to meet a need or satisfy a desire (Kotler & Keller, 2006). A product is a mix of quality, design, brand name, packaging, physical appearance, features, and labeling information (Sarker et al., 2012)(Borden, 1984).

Previous studies highlighted that changes in product design and packaging are considered as marketing innovation. They further confirm that design and packaging, product protection may affect the customer behavior and the purchase decision (Mothe & Uyen, 2010).

## 2.3.2  Pricing Innovation

Price is the summation of all values that the customer exchange for the advantages of having a product or a service (Kotler & Armstrong, 2005). It

is the one and only component in the marketing mix that make the company earn revenue. In another words, it is the variable that the end user should pay to purchase a product or a service, and it is the only tool of the marketing mix that is used to achieve the marketing objectives of a company (Belch & Belch, 2004). It is the cost of producing, delivering and promoting the offered value (product, service) by the organization (Kotler, 2007). Accordingly, pricing decisions must be coordinated with product design, distribution, and promotion decisions to form a consistent and effective marketing program (Belch & Belch, 2004).

Price plays a critical role in brand switching (Kotler & Armstrong, 2010), if the service provider offers a good service with a reasonable price then the customer is more satisfied and the probability of switching to another provider is low (Navarro et al., 2007). In other words, if the service provider charges high price, then the customer will switch to another provider (Herrmann et al., 2007).

Innovative pricing can be seen as discounts either with lower prices or with bigger amount of services with same price. Online pricing is also a kind of innovative pricing, in which the customer can choose the services or products using the company website, and then receive the price of each component he/she picks (Ilić et al., 2014).

### 2.3.3 Placement Innovation

Place is a channel or action that introduces or moves the product or service to customers (Kotler, 1997). In other words, it's the way the customer can get a product or a service (Johnson et al., 2008).

Innovative placing can be seen as licensing products, franchise, exclusive sales, direct sales, sales via the internet (Ilić et al., 2014).

### 2.3.4 Promotional Innovation

Promotion is the straight way to reach the customers. It is an integrated element includes advertising, direct marketing, interactive/ internet marketing, publicity/ public relations, personal selling and sales promotion (Daniels & Radebaugh, 2001). In other words, promotion is any activity carried out by organizations to communicate with customers, and to promote their products or services to the market (Kotler & Keller, 2012).

Previous studies showed that promotional innovation has an impact on brand choice purchase quality (Mela et al., 1998). Another study concluded that when companies pay attention to their interaction with customers, they can understand their customer needs better, this helps the companies to innovate (He & Wong, 2009). The most related study was conducted in Jordan, it found that e-communication innovation has a significant impact on CS (AL Samydai et al., 2015).

Innovative promotion can be seen in many ways such as: introducing a new kind of media, a TV show, deals with clebrities to improve the promotion(Ilić et al., 2014).

## 2.4 Brand Loyalty

BL is defined as customer's consistent repurchase one brand out of a set of alternative brands (Aaker, 1991). It creates entry obstacles to competitors, it avoids competitive threats from rivals, it increases sales and maximizes revenue ( Delgado-Ballester & Munuera-Aleman, 2011) and it decreases customer price sensitivity (Rowley, 2005).

In other words, customers are considered to be loyal when they frequently buy a product or a service by a aprticular company despite the availablty of the same item by other companies(Nemati et al., 2010).

Researchers concluded that many variables affect loyalty from marketing point of view, the customer should be confident that the product he/she buy has the most suitable combination of price and quality (Nemati et al., 2010) (McConnell, 1968).

Many other variables affect BL such as customer attitude, presusue from family and friend who use the same brand, customer satisfaction is key factor that affect the brand loyalty (Nemati et al., 2010) (Newman & Werbel, 1973).

Scholars founded there is a relationship between innovativeness and customer commitment toward a specific brand, this relationship could be a

direct relationship or indirect relationship mediated by other variables such as sustomer involvement (Pappu & Quester, 2016). When customers become loyal, it's easy to come up with any change in an existing product or service (Nemati et al., 2010).

## 2.5 Customer Satisfaction

CS plays a critical role in any business and it's a key element to maintain a lasting relationship between an organization and its customers (Anderson & Srinivasan, 2003)(Lim et al., 2006). Satisfaction is defined as customer's fulfilment reaction after using the service or the product (Chakrsborty & Sengupta , 2014).

There are many benefits from increasing the satisfaction level, customers become more loyal, less price sensitivity, reduction in the costs of attracting new customers, lower operating costs due to customer number increases, improves the effectiveness of advertising, and enhances the company rank (Kim et al., 2004).

Increased CS can provide company benefits like customer loyalty, extending the life cycle of a customer expanding the life of merchandise the customer purchases and increases customers positive word of mouth communication. When the customer is satisfied with the product or service of the company, it can make the customer to purchase frequently and to recommend products or services to potential customers. It is impossible for a business organization to grow up in case the company ignores or disregards the needs of customers (Tao, 2014).

Chakraborty & Sengupta (2014) suggested that it is more difficult and expensive to create new customer than keep existing customers. The cost to attract a new customer can be as much as six times the cost to keep current customer. Customer acquisition is costly compared to the lower cost of serving repeat customers (Rosenberg & Czepiel, 1984). This one important reason for companies being advised to increase levels of customer retention (Denga et al., 2010).
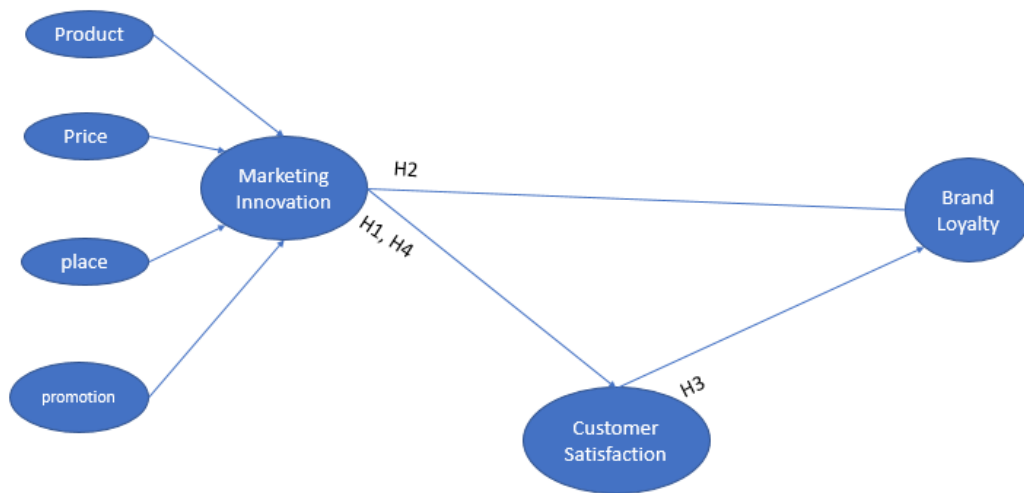


**Figure 1**: Research Model.

## 2.6 Theoretical Framework

Based on the earlier introduced literature review, a comprehensive theoretical framework was developed. Figure 1 reflects the research model developed for the purposes of this research, it consists of three variables: independent, dependent, and mediating variable. The independent variable is the MI which is measured by: product, price, place, and promotion. The dependent variable BL, and the mediating variable CS.

# Chapter Three
# Methodology

## 3.1 Overview

This chapter includes a detailed description that the researcher followed in carrying out the study. Defining the nature of study, describing the study community, identifying the study sample, preparing the study tool (the questionnaire), verifying its reliability and validity, and explaining the study procedures and the statistical methods used in handling the results, below is a description of these procedures.

## 3.2 Nature of study

This research aims at investigating and analyzing the impact of MI on BL, CS as a mediating factor in Palestinian mobile operators using a quantitative research design which will be used to gather numerical data through a well-developed structured questionnaire. Then a descriptive research design will be used to provide a summary of the data. By using a descriptive research design, a summary of a collected data could be presented using numbers to describe the characteristics of the variables of interest (Sekaran & Bougie, 2013). After that, a correlational research design will be used to measure the strength of the investigated relationship between variables (Keller, 2011). In this research, the correlation design will help in analyzing the impact of MI on both CS and BL in Palestinian mobile operators.

## 3.3 Study Population

The population in this study -the group of interest– is all the mobile telecom service recipients in Palestine; this means all the clients of mobile service providers, which are licensed as telecommunication companies at Palestinian ministry of communication and information technology.

According to the joint press release on the eve of the World Telecommunication and Information Society Day (17/05/2019) published by Palestinian Central Bureau of Statistics and the Ministry of Telecom and Information Technology, the number of Palestinian mobile cellular subscriptions reaches 4.3 million (West Bank and Gaza Strip) by the end of 2018 (PCBS, 2019). Also, by the end of 2019, the Palestinian population was estimated to be around 4.98 million, 2.99 million in the West Bank, and 1.99 million in Gaza Strip (PCBS, 2019).

Due to lack of formal statistics or studies about the number of mobile subscribers in the West Bank, the population of each governorate will be considered to calculate the sample size in each governorate. Below table shows the percentage of each governorate to be covered.

**Table 1: Population and percentage distribution of population in West Bank by Governorate.**

| Region/ Governorate | Population | Percentage |
|---|---|---|
| Hebron | 743,121 | 24.8 |
| Ramallah and Albireh | 340,475 | 11.4 |
| Jenin | 325,271 | 10.8 |
| Bethlehem | 225,020 | 7.5 |
| Tulkarm | 191,873 | 6.4 |
| Qalqiliya | 116,454 | 3.9 |
| Salfit | 78,380 | 2.6 |
| Tubas & Northern Valleys | 63,114 | 2.1 |
| Jericho & Al – Aghwar | 51,410 | 1.7 |
| Nablus | 400,012 | 13.4 |
| Jerusalem | 451,584 | 15.1 |
| **West Bank (Total)** | 2,986,714 | 100% |

## 3.4 Study sample calculations

In this research, a stratified sampling method is adopted, where the population is divided per each region/ governorate. Then, within each group (governorate), a stratified method is also adopted, where the population is divided per gender/ age. Stratified sampling technique is used to make sure each subgroup is well described in the sample.

Taro Yamane's formula (1) (Yamane, 1967) is used in determining the sample size as follow:

$$n = \frac{N}{N*\propto^2+1} \quad \ldots\ldots\ldots\ldots\ldots\ldots \quad (1)$$

$$n = \frac{2986714}{2986714*.05^2+1} \cong 400 \text{ samples}$$

Where:

$$n = \text{sample size}$$

$$N = \text{Population size}$$

$\propto^2 = \text{Significant level}(\pm5\%)$

Below table shows the distribution of n (400 samples) per each governorate

**Table 2: sample distribution per governorate.**

| Region/ Governorate | Sample size | Percentage |
|---|---|---|
| Hebron | 100 | 24.8 |
| Ramallah and Albireh | 46 | 11.4 |
| Jenin | 43 | 10.8 |
| Bethlehem | 30 | 7.5 |
| Tulkarm | 26 | 6.4 |
| Qalqiliya | 16 | 3.9 |
| Salfit | 10 | 2.6 |
| Tubas & Northern Valleys | 8 | 2.1 |
| Jericho & Al – Aghwar | 7 | 1.7 |
| Nablus | 54 | 13.4 |
| Jerusalem | 60 | 15.1 |
| **West Bank (Total)** | 400 | 100% |

To obtain more accuracy, 450 questionnaires were distributed, 432 were returned, and 412 entered the analysis level.

## 3.5 Data collection method

The main collection tool in this research is a structured questionnaire, a questionnaire is an instrument contains a number of questions in order to collect the needed data from respondents. This tool has many advantages such as collecting large amount of data from a large population in a short time, the results can be rapidly quantified through software programs (Kabir, 2016).

The employed questionnaire used closed questions with Likert scale, nominal and ordinal types where the respondent has to pick an answer from a given set of options (Kabir, 2016). A Likert-style five-point rating scale ranging from 5 (strongly agree) to 1 (strongly disagree) was used to convey how much they agree with a specific statement (Joshi et al., 2015).

The questionnaire is divided up to four sections, the first one deals with demographic characteristics such as gender, age, educational level, and other study factors. The second section deals with the MI practices provided by the Palestinian mobile operators, the third section deals with the CS regarding the service provided by the Palestinian mobile operators. And the last section deals with BL. Below table illustrates the reference of each item in the questionnaire.

**Table 3: the questionnaire items.**

| Variable | Variables measure | Adopted from |
|---|---|---|
| | Product innovation | (Al-Dmour, Al-Zu'bi, & Kakeesh, 2013) |
| P1 | My mobile service provider provides me with distinctive after sale services | |
| P2 | My mobile service provider cares about my opinion in the development of new services. | |
| P3 | I deal with a mobile service provider that has a distinctive brand in the market. | |
| P4 | My mobile service provider provides me with updates about developed service products. | |
| P5 | My mobile service provider provides me with a variety of services. | |
| | Price innovation | (Yoo, Donthu, & Lee, 2000) |
| PR1 | My mobile service provider provides me with more than one paying facility/ option | |
| PR2 | My mobile service provider's prices are appropriate to me. | |
| PR3 | The prices are appropriate compared to the quality of services provided. | |
| PR4 | The prices are competitive compared to the other mobile service providers. | |
| PR5 | My mobile service provider gives me special offers from time to time (i.e.: free hours, sms, mms,.. etc.). | |
| | Place innovation | (Yoo, Donthu, & Lee, 2000) |
| PL1 | My mobile service provider has many branches within my region of residence. | |
| PL2 | The number of outlets that deal with my mobile services provider are more than those of its competing brands. | |
| PL3 | My mobile service provider's location is appropriate for me. | |

| | | |
|---|---|---|
| PL4 | The website essential base for dealing with my mobile service provider (paying the bills, detailed bill on your e-mail…. etc.) is satisfactory. | |
| PL5 | My mobile service provider website is well-organized | |
| | Promotion innovation | (Yoo, Donthu, & Lee, 2000) |
| PM1 | The advertising campaigns seem very creative, compared to campaigns for competing brands. | |
| PM2 | The advertisements are frequently seen through media such as TV, radio and billboards. | |
| PM3 | In general, I can feel that there is a credibility in the advertisements. | |
| PM4 | When I decide to purchase a specific service, I take into consideration the spoken word of mouth from friends and relatives. | |
| PM5 | My mobile service provider cares about cultural activities and program sponsorship (i.e.: independent day festival, social events, sport games, …etc.). | |
| | Customer Satisfaction | (Mullatahiri & Ukaj, 2019) |
| CS1 | I am satisfied with services of my operator | |
| CS2 | I am satisfied with interaction that I have with my operator | |
| CS3 | I am satisfied with information that I get via SMS or calls from my operator | |
| CS4 | My operator meets my demands as per my expectations | |
| CS5 | Overall, I am more satisfied with my selected operator, than with other operators | |
| | Brand Loyalty | (Mullatahiri & Ukaj, 2019) |
| BL1 | I will go on using the same operator | |
| BL2 | I recommend this operator to my friends every time I have a chance | |
| BL3 | Even if the prices of other operators are cheaper, I will continue using this operator. | |
| BL4 | Even if my friends suggest me to use other operators, I will not change my operator | |
| BL5 | If, new services will be offered in the market, I will purchase again from the same operator. | |
| P: Product innovation; PR: Price innovation; PL: Place innovation; PM: Promotion innovation; CS: Customer Satisfaction; BL: Brand Loyalty | | |

## 3.6 Reliability, Validity, and Pre-testing

Reliability and validity were among the research goals while data collection process.

## 3.6.1 Reliability

Reliability is the consistency of results over time, this means if the research results can be replicated using same methodology, them the research method/ tool is reliable (Joppe, 2006). Cronbach's Alpha reliability is one of the most-used measures in social studies. It describes the reliability of a sum or average of x measurements where the x measurements may represent x occasions, alternative forms, or questionnaire/test items (Bonett & Wright, 2015).

The researcher verified the stability of the tool, by calculating the stability of the total score of the stability factor, for the fields of study according to the stability equation of Cronbach Alpha, and the overall score for the level of MI provided by Palestinian mobile service providers (0.939), and (0.889) for the level of CS, and (0.928) for the level of BL, and this result indicates that this tool has the stability that meets the purposes of studying. The following table shows the coefficient of stability for the domains and the overall score.

**Table 4: Stability coefficient results for fields.**

| Fields | # of questions | Cronbach Alpha |
|---|---|---|
| Product Innovation | 5 | 0.823 |
| Promotion Innovation | 7 | 0.840 |
| Price Innovation | 5 | 0.822 |
| Place Innovation | 6 | 0.894 |
| Marketing Innovation | 23 | 0.939 |
| Customer Satisfaction | 5 | 0.889 |
| Brand Loyalty | 5 | 0.928 |

## 3.6.2 Validity

Validity is the truthfulness and accuracy of the research, it judges if the research measures what it was intended to measure or not (Joppe, 2006). The researcher designed the questionnaire in its initial form, and then the validity of the study tool was verified by presenting it to the supervisor and a group of arbitrators with expertise and experience. They were asked to express their opinion on the questionnaire paragraphs in terms of: the clarity of the language of the paragraphs and their linguistic integrity, the extent to which the paragraphs cover the studied aspect, and adding any information, modifications, or paragraphs they deem appropriate, and according to these notes the questionnaire was finalized. On the other hand, the validity of the tool was also verified by calculating the Pearson correlation coefficient of the questionnaire paragraphs with the overall degree of the tool, and there was a statistical significance in all the paragraphs of the questionnaire and indicates that there is an internal consistency between the paragraphs. The following tables shows this.

**Table 5: Pearson Correlation results for the level of marketing innovation provided by Palestinian mobile service providers.**

| # | Value (R) | Sig | # | Value (R) | Sig | # | Value (R) | Sig |
|---|-----------|-----|---|-----------|-----|---|-----------|-----|
| 1 | 0.696** | 0.000 | 9 | 0.778** | 0.000 | 17 | 0.681** | 0.000 |
| 2 | 0.256** | 0.000 | 10 | 0.737** | 0.000 | 18 | 0.595** | 0.000 |
| 3 | 0.645** | 0.000 | 11 | 0.589** | 0.000 | 19 | 0.745** | 0.000 |
| 4 | 0.601** | 0.000 | 12 | 0.482** | 0.000 | 20 | 0.767** | 0.000 |
| 5 | 0.757** | 0.000 | 13 | 0.613** | 0.000 | 21 | 0.790** | 0.000 |
| 6 | 0.594** | 0.000 | 14 | 0.688** | 0.000 | 22 | 0.677** | 0.000 |
| 7 | 0.694** | 0.000 | 15 | 0.562** | 0.000 | 23 | 0.751** | 0.000 |
| 8 | 0.676** | 0.000 | 16 | 0.753** | 0.000 | | | |

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

**Table 6: Pearson Correlation results for the level of customer satisfaction with Palestinian mobile phone services.**

| # | Value (R) | Sig | # | Value (R) | Sig | # | Value (R) | Sig |
|---|-----------|-----|---|-----------|-----|---|-----------|-----|
| 1 | 0.835** | 0.000 | 3 | 0.793** | 0.000 | 5 | 0.808** | 0.000 |
| 2 | 0.874** | 0.000 | 4 | 0.852** | 0.000 | | | |

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

**Table 7: Pearson Correlation results for the level of brand loyalty to Palestinian mobile phone services.**

| # | Value (R) | Sig | N | Value (R) | Sig | N | Value (R) | Sig |
|---|-----------|-----|---|-----------|-----|---|-----------|-----|
| 1 | 0.848** | 0.000 | 3 | 0.902** | 0.000 | 5 | 0.863** | 0.000 |
| 2 | 0.899** | 0.000 | 4 | 0.895** | 0.000 | | | |

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

## 3.6.3 Pre-testing

Pre-testing is one of the important stages in survey research to assess the reliability and validity of the questionnaire instruments before the final distribution (Hu, n.d.). Through this research, pre-testing is done among 50 respondents. The questionnaire was tested in terms of question content, wording, sequence, instructions, questions difficulty, form and layout. The pre-test sample was chosen with characteristics resembling that of the target population with a similar level of familiar topics investigated. When investigating reliability of pre-test data, Cronbach's alpha was used as measure of reliability (Malhotra & Birks, 2007). This tool, developed by (Lee, 1951), is expressed with a numerical value between (0) and (1); if the score of alpha is more than the suggested cutoff (0.7), the scale is internally consistent having a certain level of reliability. As the following table shows, all of the Cronbach's alpha results of scales used in the pretest were

reliable varying from (.812) to (.926). All suggested areas of improvement - upon respondents' feedback, the pre-test, and various analyses conducted on the items- were considered when preparing the final questionnaire to be used in the study.

**Table 8: Stability coefficient results for pre-testing results.**

| Fields | # of questions | Cronbach Alpha |
|---|---|---|
| Product Innovation | 5 | 0.812 |
| Promotion Innovation | 7 | 0.855 |
| Price Innovation | 5 | 0.825 |
| Place Innovation | 6 | 0.877 |
| Marketing Innovation | 23 | 0.826 |
| Customer Satisfaction | 5 | 0.906 |
| Brand Loyalty | 5 | 0.926 |

### 3.6.4 Normality testing

Statistical errors are common in research, and statistical procedures such as correlation, regression, t-test and analysis of variance assume the data are normally distributed (the population from which the samples are taken are normally distributed). Normality can be checked through visual methods such as Histogram and Q_Q plots, or through Kolmogorov-Smirnov[a,] Shapiro-Wilk tests (Ghasemi & Zahediasl, 2012). Below figures and table shows the normality testing of the research population.

**Table 9: Skewness and Kurtosis of normality test.**

| Descriptives | | | Statistic | Std. Error |
|---|---|---|---|---|
| MI | Mean | | 3.4598 | .03427 |
| | 95% Confidence Interval for Mean | Lower Bound | 3.3924 | |
| | | Upper Bound | 3.5272 | |
| | 5% Trimmed Mean | | 3.4863 | |
| | Median | | 3.6744 | |
| | Variance | | .482 | |
| | Std. Deviation | | .69396 | |

| | Minimum | 1.68 | |
|---|---|---|---|
| | Maximum | 4.81 | |
| | Range | 3.13 | |
| | Interquartile Range | .81 | |
| | Skewness | -.671 | .121 |
| | Kurtosis | .036 | .240 |

**Table 10: Tests of Normality.**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| **Tests of Normality** | | | | | | |
| | Statistic | Df | Sig. | Statistic | df | Sig. |
| MI | .147 | 410 | .000 | .945 | 410 | .000 |
| a. Lilliefors Significance Correction | | | | | | |
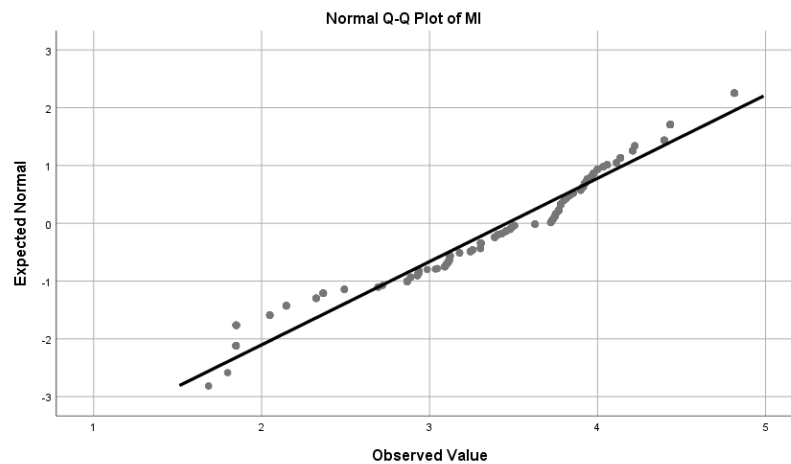


**Figure 2**: Q-Q plot.

A Shapiro Wilk's test (p>.05) and a visual inspection of their histograms, normal Q-Q plots showed that the marketing innovation were approximately normally distributed, with a skewness of -0.761( SE= 0.121) and a kurtosis of 0.036 (SE= 0.240) (Doane & Seward, 2011).

**3.7 Statistical treatment**

After collecting the questionnaires and verifying their validity for the analysis, they were encoded (giving them specific numbers), in preparation for entering their data into the computer for performing the appropriate statistical treatments. Statistical processing of the data was done by

extracting the arithmetic averages and the standard deviations for each of the paragraphs. T-test, one-way ANOVA, regression analysis, Pearson correlation coefficient, and Cronbach Alpha, using SPSS software, and smart PLS software was used to clarify the mediating effect of CS on the indirect relation between MI and BL.

# Chapter Four
# Data Analysis and Discussion

## 4.1 Overview

This chapter includes a presentation of the results of the study, which was reached by the researcher on the subject of the study, which is " The Impact of Marketing Innovation on Brand Loyalty in Palestinian Mobile Operators: Customer Satisfaction as a Mediating Factor " and the effect of each of the variables through the response of the sample members to the study tool, and the analysis of the statistical data obtained.

In order to determine the degree of average response of the study sample, the following degrees were adopted (Al-Mobaideen, 2014):

**Table 11: Degree of average response.**

| Degrees | Mean range |
|---------|------------|
| Low | 2.33 and below |
| Medium | Form 2.34-3.67 |
| High | From 3.68 and above |

## 4.2 Demographic characteristics

Table 10 shows the distribution of respondents according to gender variable, that 54.1% for males and 45.9% for females. The age variable shows that 23.5% from 18-28 years, 35.7% from 29-39 years, 27.4% from 40-49 years, and 13.3% 50 years and more. The variable of the education shows that 34.7% for Undergraduate, 55.6% for Bachelor's, and 9.7% for postgraduate studies. The variable of the company that I deal with shows that the rate of 25.5% for Ooredoo, 54.4% for Jawwal, and 20.1% for Both,

and 32.5% of them prefer Ooredoo, and 67.5% prefer Jawwal.  The number of years I deal with operator variable shows that the rate of 8.7% less than 3 years, 22.6% from 3-5 years, and 68.7% to more than 5 years. The type of subscription variable shows that the rate of 56.3% for Prepaid, 43.7% for Postpaid.

**Table 12: Distribution of study sample according to the study variables.**

| Variables | Levels | N | % |
|---|---|---|---|
| Gender | Male | 223 | 54.1 |
| | Female | 189 | 45.9 |
| Age | from 18-28 years | 97 | 23.5 |
| | from 29-39 years | 147 | 35.7 |
| | from 40-49 years | 113 | 27.4 |
| | 50 years and more | 55 | 13.3 |
| Education | Undergraduate | 143 | 34.7 |
| | Bachelor's degree | 229 | 55.6 |
| | Postgraduate studies | 40 | 9.7 |
| | Ooredoo | 105 | 25.5 |
| The company I deal with | Jawwal | 224 | 54.4 |
| | Both | 83 | 20.1 |
| If your answer was both, then you prefer | Ooredoo | 27 | 32.5 |
| | Jawwal | 56 | 67.5 |
| Number of years I deal with my operator | Less than 3 years | 36 | 8.7 |
| | From 3-5 years | 93 | 22.6 |
| | More than 5 years | 283 | 68.7 |
| Type of my subscription | Prepaid | 232 | 56.3 |
| | Postpaid | 180 | 43.7 |

## 4.3 Level of marketing innovation

The first objective of this research is to determine the level of marketing innovation provided by Palestinian mobile operators.

To answer this question, the researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire fields that express the level of marketing innovation provided by Palestinian mobile service providers.

**Table 13: Means and standard deviations for the level of marketing innovation provided by Palestinian mobile service providers.**

| N | Fields | Mean | SD | Degree |
|---|--------|------|-----|--------|
| 4 | Place | 3.6226 | 0.82170 | Medium |
| 2 | Promotion | 3.5437 | 0.77322 | Medium |
| 1 | Product | 3.5393 | 0.76626 | Medium |
| 3 | Price | 3.1354 | 0.87095 | Medium |
| Average | | 3.4746 | 0.69408 | Medium |

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the level of marketing innovation provided by Palestinian mobile service providers that the arithmetic mean for the total score (3.47) and a standard deviation (0.694) and this indicates that the level of marketing innovation provided by Palestinian mobile service providers came Medium degree.

The field of Place obtained the highest mean of (3.622), and then the Promotion field with mean of (3.543), and then the Product field with mean of (3.539), followed by the field of the Price with mean (3.135).

### 4.1.1 Analysis of product innovation

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of Product.

**Table 14: Means and standard deviations for the Product filed.**

| N | Sentence | Mean | SD | Degree |
|---|---|---|---|---|
| 1 | My mobile service provider provides me with a variety of services | 3.75 | 0.883 | High |
| 5 | My mobile service provider provides me with updates about developed service products. | 3.70 | 0.902 | High |
| 4 | I deal with a mobile service provider that has a distinctive brand in the market. | 3.57 | 1.015 | Medium |
| 3 | My mobile service provider cares about my opinion in the development of new services | 3.44 | 1.163 | Medium |
| 2 | My mobile service provider provides me with distinctive after sale services | 3.24 | 1.021 | Medium |
| Average | | 3.54 | 0.766 | Medium |

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of Product that the arithmetic mean for the total score (3.54) and standard deviation (0.766) and this indicates that the field of Product came with a medium degree.

The results also indicate in Table 12 that two sentences came with a high degree and (3) sentences came with a medium degree. The paragraph " My mobile service provider provides me with a variety of services " at the highest arithmetic average (3.75), followed by the paragraph " My mobile service provider provides me with updates about developed service products " with an average of (3.70). The paragraph "My mobile service provider provides me with distinctive after sale services" at the lowest mathematical average (3.24), followed by the paragraph "My mobile service provider cares about my opinion in the development of new services" with an average of (3.44).

**4.1.2 Analysis of promotion innovation**

The researcher calculated the arithmetic averages and the standard deviations for the responses of the study sample individuals to the questionnaire paragraphs that express the field of Promotion.

**Table 15: Means and standard deviations for Promotion filed.**

| N | Sentence | Mean | SD | Degree |
|---|----------|------|-----|--------|
| 3 | The advertisements are frequently seen through media such as social media and websites | 3.92 | 0.998 | High |
| 1 | The advertisements are frequently seen through media such as billboards and magazines. | 3.86 | 0.910 | High |
| 2 | The advertisements are frequently seen through media such as TV, radio. | 3.81 | 1.002 | High |
| 7 | When I decide to purchase a specific service, I take into consideration the spoken word of mouth from friends and relatives. | 3.57 | 1.059 | Medium |
| 6 | My mobile service provider cares about cultural activities and program sponsorship (i.e.: independent day festival, social events, sport games, …etc.). | 3.41 | 1.055 | Medium |
| 4 | The advertising campaigns seem very creative, compared to campaigns for competing brands | 3.33 | 1.205 | Medium |
| 5 | In general, I can feel that there is a credibility in the advertisements. | 2.91 | 1.296 | Medium |
| Average | | 3.54 | 0.773 | Medium |

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of Promotion that the arithmetic mean for the total score (3.54) and a standard deviation (0.773) and this indicates that the reality of the field of Promotion came with a medium degree.

The results also indicate in Table 13 that (3) sentences came with a high degree and (4) sentences came with a medium degree. And the paragraph

"The advertisements are frequently seen through media such as social media and websites" scores the highest average score (3.92), followed by a paragraph "The advertisements are frequently seen through media such as billboards and magazines "with an average score of (3.86). The paragraph "In general, I can feel that there is a credibility in the advertisements" has the lowest arithmetic average (2.91), followed by the paragraph "The advertising campaigns seem very creative, compared to campaigns for competing brands" with an average score of (3.33).

### 4.1.3  Analysis of Price innovation

The researcher calculated the mean and standard deviations for the responses of the study sample individuals to the questionnaire paragraphs that express the field of the Price.

**Table 16: Means and standard deviations for the Price filed.**

| N | Sentence | Mean | SD | Degree |
|---|----------|------|-----|--------|
| 3 | My mobile service provider provides me with more than one paying facility/ option. | 3.69 | 0.961 | High |
| 1 | My mobile service provider's prices are appropriate to me. | 3.10 | 1.167 | Medium |
| 4 | The prices are competitive compared to the other mobile service providers. | 3.04 | 1.145 | Medium |
| 5 | My mobile service provider gives me special offers from time to time (i.e.: free hours, sms, mms,.. etc.). | 2.98 | 1.274 | Medium |
| 2 | The prices are appropriate compared to the quality of services provided. | 2.87 | 1.126 | Medium |
| Average | | 3.14 | 0.871 | Medium |

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of the Price that the arithmetic mean for the total score (3.14)

and a standard deviation (0.871) and this indicates that the reality of the field of the Price came with a medium degree.

The results also indicate in Table 14 that one sentence came with a high degree and (4) sentences came with a medium degree. The paragraph " My mobile service provider provides me with more than one paying facility/ option " at the highest arithmetic average (3.69), followed by a paragraph " My mobile service provider's prices are appropriate to "with an average score of (3.10). And the paragraph " The prices are appropriate compared to the quality of services provided " got the lowest arithmetic average (2.87), followed by the paragraph " My mobile service provider gives me special offers from time to time (i.e.: free hours, sms, mms,.. etc.)." with an arithmetic average (2.98).

### 4.1.4  Analysis of place innovation

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of the Place.

**Table 17: Means and standard deviations for the Place filed.**

| N | Sentence | Mean | SD | Degree |
|---|----------|------|-----|--------|
| 3 | The website essential base for dealing with my mobile service provider (paying the bills, detailed bill on your e-mail…. etc.) is satisfactory | 3.80 | 0.927 | High |
| 2 | My mobile service provider website is well-organized | 3.77 | 0.971 | High |
| 4 | The website helps me get the needed information easily | 3.60 | 0.897 | Medium |
| 6 | My mobile service provider has a mobile application that facilitates inquiries about my subscription | 3.60 | 1.132 | Medium |
| 1 | My mobile service provider has many branches within my region of residence. | 3.59 | 1.148 | Medium |
| 5 | The number of outlets that deal with my mobile services provider are more than those of its competing brands. | 3.38 | 0.995 | Medium |
| Average | | 3.62 | 0.821 | Medium |

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of the Place that the arithmetic mean for the total score (3.62) and a standard deviation (0.821) and this indicates that the reality of the field of the Place It came with a medium degree.

The results also indicate in Table 15 that two sentences came with a high degree and (4) sentences came with a medium degree. And the paragraph " The website essential base for dealing with my mobile service provider (paying the bills, detailed bill on your e-mail…. etc.) is satisfactory " at the highest arithmetic average (3.80), followed by a paragraph " My mobile service provider website is well-organized " with average score (3.77), And the paragraph " The number of outlets that deal with my mobile services provider are more than those of its competing brands " got the lowest arithmetic average (3.38), followed by a paragraph " My mobile service provider has many branches within my region of residence " with average score (3.59).

## 4.4  Level of customer satisfaction

The second objective of this research is to determine the level of CS with Palestinian mobile phone services.

To answer this question, the researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire fields that express the level of CS with Palestinian mobile phone services.

**Table 18: Means and standard deviations for the level of customer satisfaction with Palestinian mobile phone services.**

| N | Sentence | Mean | SD | Degree |
|---|---|---|---|---|
| 2 | I am satisfied with interaction that I have with my operator. | 3.52 | 1.170 | Medium |
| 3 | I am satisfied with information that I get via SMS or calls from my operator. | 3.48 | 1.047 | Medium |
| 1 | I am satisfied with services of my operator. | 3.38 | 1.198 | Medium |
| 4 | My operator always meets my demands | 3.38 | 1.093 | Medium |
| 5 | My operator always meets my expectations | 3.28 | 1.184 | Medium |
| Average | | 3.40 | 0.948 | Medium |

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the level of customer satisfaction with Palestinian mobile phone services that the arithmetic mean for the total score (3.40) and a standard deviation (0.948) and this indicates that the level of customer satisfaction with Palestinian mobile phone services It came with a medium degree.

The results also indicate in Table 16 that all the sentences came with a medium degree. And the paragraph " I am satisfied with interaction that I have with my operator " at the highest arithmetic average (3.52), followed by a paragraph " I am satisfied with information that I get via SMS or calls from my operator " with average score (3.48), And the paragraph " My operator always meets my expectations " got the lowest arithmetic average (3.28), followed by a paragraph " My operator always meets my demands " and " I am satisfied with services of my operator "  with average score (3.38).

## 4.5 Level of brand loyalty

The third objective of this research is to determine the current level of BL to Palestinian mobile phone services.

To achieve this, the researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire fields that express the level of customer brand loyalty to Palestinian mobile phone services.

**Table 19: Means and standard deviations for the level of customer brand loyalty to Palestinian mobile phone services.**

| N | Sentence | Mean | SD | Degree |
|---|---|---|---|---|
| 1 | I will go on using the same operator | 3.47 | 1.254 | Medium |
| 5 | If, new services will be offered in the market, I will purchase again from the same operator | 3.32 | 1.161 | Medium |
| 2 | I recommend this operator to my friends every time I have a chance | 3.26 | 1.246 | Medium |
| 4 | Even if my friends suggest me to use other operators, I will not change my operator. | 3.02 | 1.225 | Medium |
| 3 | Even if the prices of other operators are cheaper, I will continue using this operator. | 2.92 | 1.204 | Medium |
| Average | | 3.19 | 1.073 | Medium |

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the level of brand loyalty to Palestinian mobile phone services that the arithmetic mean for the total score (3.19) and a standard deviation (1.073) and this indicates that the level of brand loyalty to Palestinian mobile phone services It came with a medium degree.

The results also indicate in Table 17 that all the sentences came with a medium degree. And the paragraph " I will go on using the same operator " at the highest arithmetic average (3.47), followed by a paragraph " If, new services will be offered in the market, I will purchase again from the same operator " with average score (3.32), And the paragraph " Even if the prices of other operators are cheaper, I will continue using this operator " got the lowest arithmetic average (2.92), followed by a paragraph " Even if my friends suggest me to use other operators, I will not change my operator " with average score (3.02).

## 4.6  Hypotheses' testing

- Hypothesis 1: There is no statistically significant effect at the level of significance (p ≤0.05) for MI (Product, Promotion, Price, and Place) on customer satisfaction in mobile networks in Palestine.

- Hypothesis 2: There is no statistically significant effect at the level of significance (p ≤0.05) for marketing innovation (Product, Promotion, Price, and Place) on brand loyalty in mobile networks in Palestine.

- Hypothesis 3: There is no statistically significant effect at the level of significance (p ≤ 0.05) for customers' satisfaction on brand loyalty in mobile networks in Palestine

- Hypothesis 4: There is no statistically significant effect at the level of significance (p ≤0.05) for marketing innovation on brand loyalty, where

customer satisfaction plays a mediating role in mobile networks in Palestine

## 4.6.1 Marketing innovation and customer satisfaction

One of the main hypotheses of this research is:

There is no statistically significant effect at the level of significance ($p \leq 0.05$) for MI (Product, Promotion, Price, Place) on CS in Palestinian mobile operators.

A regression analysis was performed to check the impact of MI (Product, Promotion, Price, Place) on CS in Palestinian mobile operators, as follows:

**Table 20: regression analysis of impact of MI (Product, Promotion, Price, Place) on CS in Palestinian mobile operators.**

|  | Mean Square | Df | Sum of Squares | Value of "F" | Sig |
|---|---|---|---|---|---|
| Regression | 259.708 | 4 | 64.927 | 240.521 | 0.000 |
| Residual | 109.867 | 407 | 0.270 | | |
| Total | 369.575 | 411 | | | |
| Variable | Value of "B" | Value of "t" | Sig | | |
| (Constant) | -0.374 | -2.708 | 0.007 | | |
| Service | 0.474 | 10.940 | 0.000 | | |
| Promotion | 0.219 | 3.759 | 0.000 | | |
| Price | 0.465 | 10.250 | 0.000 | | |
| Place | -0.036 | -0.693 | 0.489 | | |
| R Square | 0.703 | | | | |

It is noted from Table 18 the value of ($R^2$) (0.703), and this indicates that the percentage of interpretation of the independent variables of the dependent variable (customers' satisfaction in mobile networks in Palestine) reached 70.3%, meaning that there are some variables that have effect not covered by independent variables model. and the value of F for

the total score (240.521) and the level of significance (0.000), that mean the independent variables (Product, Promotion, Price, Place) in combination has an effect on the dependent variable (customers' satisfaction in mobile networks in Palestine). After examining the t values, it was found that there is a positive impact to independent variables (Product, Promotion, Price), in other words, the higher the level of marketing innovation (Product, Promotion, Price), the greater the level of customer satisfaction of mobile phone networks in Palestine, the following equation was obtained:

Y (customer satisfaction) =- +0.370.474(x1) Product +0.219(x2) Promotion + 0.465(x3) Price

## 4.6.2 Marketing innovation and Brand Loyalty

Hypothesis: There is no statistically significant effect at the level of significance ($p \leq 0.05$) for marketing innovation (Product, Promotion, Price, Place) on brand loyalty in mobile networks in Palestine.

A regression analysis was performed to check the impact of marketing innovation (Product, Promotion, Price, Place) on brand loyalty in mobile networks in Palestine, as follows:

**Table 21: regression analysis of impact of marketing innovation (Product, Promotion, Price, Place) on brand loyalty in mobile networks in Palestine.**

|  | Mean Square | Df | Sum of Squares | Value of "F" | Sig |
|---|---|---|---|---|---|
| Regression | 379.696 | 4 | 94.924 | 411.776 | 0.000 |
| Residual | 93.823 | 407 | 0.231 | | |
| Total | 473.518 | 411 | | | |
| Variable | Value of "B" | Value of "t" | Sig | | |
| (Constant) | -1.246 | -9.767 | 0.000 | | |
| Service | 0.428 | 10.697 | 0.000 | | |
| Promotion | 0.338 | 6.285 | 0.000 | | |
| Price | 0.650 | 15.511 | 0.000 | | |
| Place | -0.085 | -1.796 | 0.073 | | |
| R Square | 0.802 | | | | |

It is noted from Table 19 the value of ($R^2$) (0.802), and this indicates that the percentage of interpretation of the independent variables of the dependent variable (brand loyalty in mobile networks in Palestine) reached 80.2%, meaning that there are some variables that have effect not covered by independent variables model. and the value of F for the total score (411.776) and the level of significance (0.000), that mean the independent variables (Product, Promotion, Price, Place) in combination has an effect on the dependent variable (brand loyalty in mobile networks in Palestine). After examining the t values, it was found that there is a positive impact to independent variables (Product, Promotion, Price), in other words, the higher the level of marketing innovation (Product, Promotion, Price), the greater the level of brand loyalty of mobile phone networks in Palestine, the following equation was obtained:

Y (brand loyalty) = - +1.2460.428(x1) Service +0.338(x2) Promotion + 0.650(x3) Price.

### 4.6.3 Marketing innovation and BL, CS as a mediating factor

Hypothesis: There is no statistically significant effect at the level of significance (p ≤0.05) for marketing innovation on brand loyalty, where customer satisfaction plays a mediating role in mobile networks in Palestine.

To test the mediating effect of customer satisfaction, smart PLS program was used to show the indirect relation between marketing innovation and brand loyalty through the mediating variable: customer satisfaction. Below figure shows the results.
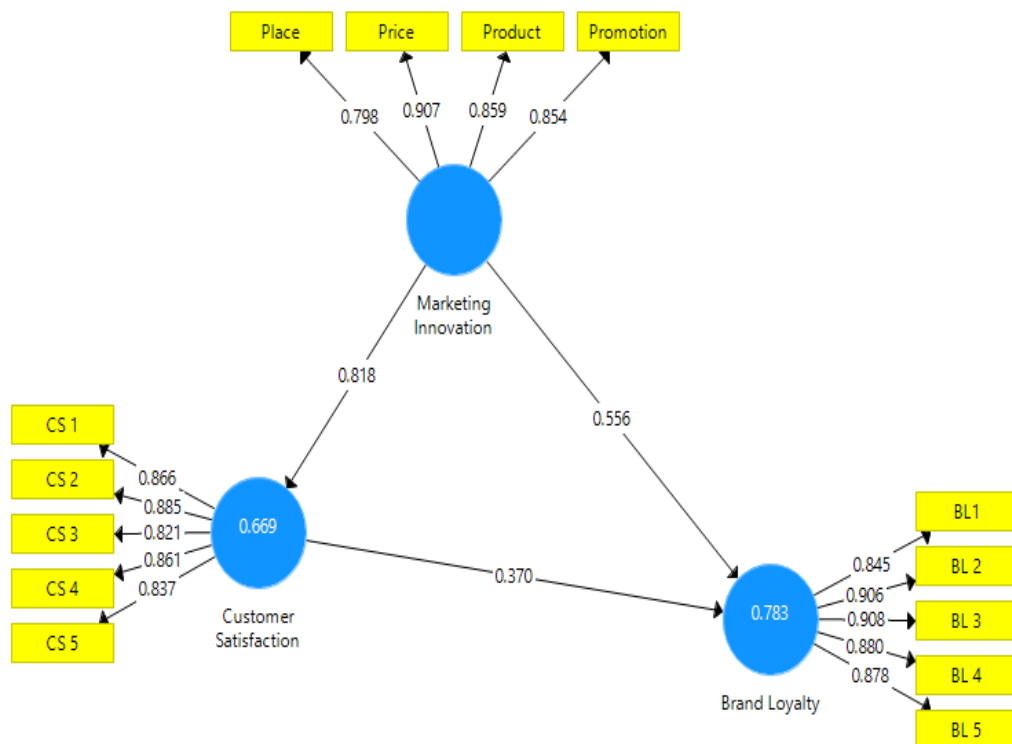


**Figure 3:** Final Model using Smart PLS.

- The assessment of the model

This includes testing the model's predictive capabilities and the relationships between the constructs in the model (J. Hair et al., 2016). Meanwhile, to evaluate the structural model, three tests are conducted in this study, including the coefficient of determination ($R^2$), the path coefficient (β values), and the path significant (p-value).

- Coefficient of Determination ($R^2$ Value)

The coefficient of determination or the multiple correlation coefficient (Nagelkerke, 1991), is a widely used measure to assess the structural model. The coefficient of determination is defined as a measure of the proportion of the variance in the endogenous construct (actual) that is explained by the predictor constructs. However, $R^2$ is used to predict the accuracy of the model. The accepted value of the coefficient of determination ranges from zero to one, where the higher levels of Coefficient $R^2$ indicate higher levels of predictive accuracy (J. Hair et al., 2016). Meanwhile, some researchers classify the accepted value of coefficient $R^2$ as substantial (0.67), moderate (0.33), and weak (0.19) (Jorg Henseler et al., 2009), where latest research used similar classification with different coefficient $R^2$ values for each, high (0.75), moderate (0.50), and weak (0.25) (J. Hair, Black, et al., 2019; J. F. Hair et al., 2011).

Table 7 implies medium coefficient of determination $R^2$ equal to 0.783, which means that 78.3% of the variance in the brand loyalty can be explained by other constructs in the model (marketing innovation, customer

satisfaction), that determined as a significant degree of explained variance of brand loyalty by marketing innovation.

**Table 22: Results of reliability and validity analysis.**

|  | R $^2$ | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| Brand Loyalty | 0.783 | 0.930 | 0.947 | 0.781 |
| Customer Satisfaction | 0.669 | 0908 | 0.931 | 0.730 |
| Marketing Innovation | --- | 0.877 | 0.916 | 0.732 |

- Path Coefficients - Hypotheses Test (β values) and Statistical Significance (t-values)

The final step of evaluating the structural model was to test the hypotheses relationship between constructs using the path coefficients test (β value). Notably, the path coefficients values should exceed -1 and less than +1. However, the value near +1 indicates a strong positive relationship where the value near -1 indicates a strong negative relationship, and the value zero or near zero indicates a not significant relationship (J. Hair et al., 2016).

After run bootstrapping in smart-PLS, the outcome of hypotheses testing (Direct effect) appeared, the result presented in Table 8. The table shows the beta value, the sample Mean, the standard error, t value, and P-value. From the results shown in table 8, there is a highly significant relationship between customer satisfaction and brand loyalty (β = 0.370, t = 4.387, and P-value = 0.000), and significant relationship between marketing innovation and brand loyalty (β = 0.556, t = 6.308, and P-value = 0.000), respectively. Also, there is a highly significant relationship between

marketing innovation and customer satisfaction ($\beta = 0.818$, t = 30.762, and P-value = 0.000).

**Table 23: Results of the model fit.**

|  | β | Sample Mean (M) | Standard Error | T statistic | P vale | Conclusion |
|---|---|---|---|---|---|---|
| CS -> BL | 0.370 | 0.373 | 0.084 | 4.387 | 0.000 | Supported |
| MI -> BL | 0.556 | 0.522 | 0.088 | 6.308 | 0.000 | Supported |
| MI -> CS | 0.818 | 0.822 | 0.027 | 30.762 | 0.000 | Supported |

As for the indirect effect, the result shown by Table 9, indicates that there is a highly significant indirect effect between relationship marketing innovation and brand loyalty, considering customer satisfaction as a mediating on this relation ($\beta$ = -0.303, t = 4.182, and P-value = 0.000), hence. The results also show that there is a significant impact between customer satisfaction and brand loyalty ($\beta$ = 0.370, t = 4.387, and P value = 0.000), where the cross-levels relationship between marketing innovation and brand loyalty also has a significant impact ($\beta$ = 0.859, t = 28.823, and P-value = 0.000), hence supporting the hypothesis which says there is a significant relationship between marketing innovation and brand loyalty where customer satisfaction a mediating.

**Table 24: Total indirect effect.**

|  | B | Sample Mean (M) | Standard Error | T statistic | P vale | Conclusion |
|---|---|---|---|---|---|---|
| MI -> CS -> BL | 0.303 | 0.307 | 0.072 | 4.182 | 0.000 | Supported |

**Table 25: results of effects.**

|  | β | Sample Mean (M) | Standard Error | T statistic | P vale | Conclusion |
|---|---|---|---|---|---|---|
| CS -> BL | 0.370 | 0.373 | 0.084 | 4.387 | 0.000 | Supported |
| MI -> BL | 0.859 | 0.859 | 0.030 | 28.823 | 0.000 | Supported |
| MI -> CS | 0.818 | 0.822 | 0.027 | 30.762 | 0.000 | Supported |

## 4.6.4 Customer Satisfaction and Brand Loyalty

Hypothesis: There is no statistically significant effect at the level of significance (P≤0.05 ) for customer satisfaction on brand loyalty in mobile networks in Palestine.

A regression analysis was performed to check the impact of Customer satisfaction on the brand loyalty in mobile networks in Palestine, as follows:

**Table 26: regression analysis of impact of Customer satisfaction on brand loyalty in mobile networks in Palestine.**

|  | Mean Square | Df | Sum of Squares | Value of "F" | Sig |
|---|---|---|---|---|---|
| Regression | 313.245 | 1 | 313.245 | 801.319 | 0.000 |
| Residual | 160.274 | 410 | 0.391 |  |  |
| Total | 473.518 | 411 |  |  |  |
| Variable | Value of "B" | Value of "t" | Sig |  |  |
| (Constant) | 0.061 | 0.528 | 0.598 |  |  |
| Customers satisfaction | 0.921 | 28.308 | 0.000 |  |  |
| R Square | 0.662 |  |  |  |  |

It is noted from Table 20 the value of (R2) (0.662), and this indicates that the percentage of interpretation of the independent variable on the dependent variable (brand loyalty in mobile networks in Palestine) reached 66.2%, meaning that there are some variables that have effect not covered by independent variables model. and the value of F for the total score

(801.319) and the level of significance (0.000), that mean the independent variable (Customer satisfaction) has an effect on the dependent variable (brand loyalty in mobile networks in Palestine). After examining the t value, it was found that there is a positive impact to independent variable (Customer satisfaction), in other words, the higher the level of customer satisfaction, the greater the level of brand loyalty of mobile phone networks in Palestine, the following equation was obtained:

Y (customer brand loyalty)= 0.921(x1) Customers satisfaction

# Chapter Five
# Discussion of Results

## 5.1 Overview

The main method of this study is quantitative method in natural. This study was conducted to answer below main questions:

- What is the level of marketing innovation, brand loyalty, and customer satisfaction in Palestinian mobile operators?

- What is the impact of marketing innovation of Palestinian mobile operators on customer satisfaction?

- What is the impact of marketing innovation of Palestinian mobile operators on brand loyalty?

- What is the impact of customer satisfaction of Palestinian mobile operators on brand loyalty?

- What is the impact of marketing innovation operators on brand loyalty, CS as a mediating factor?

## 5.2 Summary

This study also aims to test four main hypotheses on the relationships between MI, CS, and BL. Table 11 summarizes the study's findings by listing the hypothesized results and whether they are supported or rejected, followed by discussion of the question.

**Table 27: the summary of hypotheses results.**

| Hypotheses | Results |
|---|---|
| **H1**: There is no statistically significant effect at the level of significance (p ≤0.05) for MI (Product, Promotion, Price, and Place) on customer satisfaction in mobile networks in Palestine. | Rejected |
| **H2**: There is no statistically significant effect at the level of significance (p ≤0.05) for marketing innovation (Product, Promotion, Price, and Place) on brand loyalty in mobile networks in Palestine**.** | Rejected |
| **H3:** There is no statistically significant effect at the level of significance (p ≤0.05 ) for customers satisfaction on brand loyalty in mobile networks in Palestine | Rejected |
| **H4**: There is no statistically significant effect at the level of significance (p ≤0.05) for marketing innovation on brand loyalty, where customer satisfaction plays a mediating role in mobile networks in Palestine | Rejected |

Out of the four hypothesized relationships, all were rejected, which means:

1. There is a strong relationship between MI and CS in mobile network in Palestine, but only three factors (Product, Promotion, Price) of this hypothesis are statistically significant at a 5% confidence level, unlike Place that is not statistically significant, although it supports the positive relationship as hypothesized.

To answer the question: 'what is the impact of MI of Palestinian mobile operators on CS? '. The first hypothesis was tested, and the results show a positive relationship between three factors of MI (product, promotion, and price) and CS. The result of this hypotheses showed the mobile operators in Palestine have a strong and positive significant relationship with customer satisfaction. Thus, this result shows that, the hypotheses met the requirement and is rejected. This result confirmed the previous studies that found a positive relationship between the marketing innovation and customer satisfaction, which is similar to the finding from Oh and kim's

(2017), Rucker and Galinsky (2008) and conforming with Poetz and Schreier (2012) who said managers of firms should not rest at bringing out innovative products or services but should combine it with effective customer service delivery for optimal customer satisfaction. This is evidence that customer service strengthens the relationship between innovation and customer satisfaction.

2. There is a strong relationships between MI and BL in mobile network in Palestine, The independent variable (Product, Promotion, Price, and Place) in combination has an effect on the dependent variable BL, but only three factors (Product, Promotion, Price) of this hypothesis are statistically significant at a 5% confidence level, unlike Place that is not statistically significant, although it supports the positive relationship as hypothesized.

To answer the question: 'What is the impact of marketing innovation of Palestinian mobile operators on brand loyalty?'. the hypothesis was tested, and the results show a positive significant relationship between three factor of marketing innovation (product, promotion, and price) and BL. The result of this hypotheses showed the MI dimension (product innovation, promotion innovation, price innovation,) in Palestinian mobile operators have a strong and positive significant relationship with BL. Thus, this result shows that, the hypotheses met the requirement and is rejected. This result confirmed the previous studies that found a positive relationship between the MI and BL Yoo et al., (2000) and Al-Dmour et al., (2013) who said that

the MI elements except the distribution have a positive significant effect on Brand Loyalty.

3. There is a strong relationship between CS and BL in mobile network in Palestine, the independent variable (customer satisfaction) has an effect on the dependent variable BL, this hypothesis is statistically significant at a 5% confidence level, and it supports the positive relationship as hypothesized.

To answer the question: 'What is the impact of customer satisfaction of Palestinian mobile operators on brand loyalty?'. the third hypothesis was tested, and the results show a positive significant relationship between customer satisfaction and BL. The result of this hypotheses showed the mobile operators in Palestine have a strong and positive significant relationship with BL. Thus, this result shows that, the hypotheses met the requirement and is rejected. the relationship between customer satisfaction and customer loyalty was also supported by many studies, thereby demonstrating a positive relationship by considering customer satisfaction as one of the most popular determinants of customer loyalty (Flint et al., 2011; Tsai et al., 2010). In fact, many studies have affirmed that customer satisfaction is one of the important variables for customer loyalty (Gillani & Awan, 2014; Hall, 2011;fida et al., 2020).

4. There is a strong relationships between MI and  BL ( CS: as a mediating variable) in mobile network in Palestine, The independent variable (MI) and the mediating variable (CS) has an effect on the dependent variable

BL, this hypothesis are statistically significant at a 5% confidence level, and its supports the positive relationship as hypothesized.

To answer the question: 'What is the impact of marketing innovation operators on brand loyalty, CS as a mediating factor?' By the fourth hypothesis was tested and the results show a positive significant relationship between MI, CS and BL. The result of this hypotheses showed the mobile operators in Palestine have a strong and positive significant relationship between MI and Bl where CS as a mediating variable. Thus, this result shows that, the hypotheses met the requirement and is rejected.

# Chapter Six
# Conclusion and Recommendations

## 6.1 Overview

This chapter represents the main conclusions, recommendations, the limitations of this research, and suggestions for future work.

## 6.2 Conclusions

- This research aims to study and assess the current practices of MI that are used in Palestinian mobile operators and its impact on CS, and BL.

- This research was formulated via reviewing related literature, then a quantitative method was adopted, data collected via a structured questionnaire, then analyzed using SPSS and smart PLS software programs to finally generate a predicted equations and model.

- The questionnaire consists four parts which are: demographic factors, MI practices, CS, and BL.

- This research tested four main hypotheses: the first one measure the impact of MI on CS, the second one measures the impact of MI on BL, the third one measures the impact of CS on BL, and the last one measures the impact of MI on BL, considering the CS as a mediating variable.

- The results prove that there is a correlation between MI practices and CS, and BL.

- A framework is developed based on the results of the research.

## 6.3 Contribution

This research contributes to the literature with a framework that hasn't been formed before by taking CS as a mediating factor between MI and BL. The results showed that the MI is highly impacted by price, promotion, product and place. Therefore, this research provides decision-makers with more realistic model. This model will support the company's management with a knowledge to achieve the desired CS and BL.

## 6.4 Limitations

This study has actual limitations. First, getting information from specialized peers' full-text researches is very limited at many, if not all, Palestinian universities. Furthermore, library resources are not up to date. Most online database subscriptions are basic and restricted. The literature review, done for this study, aimed at being exhaustive and up to date. Nevertheless, there could have been ideas not mentioned in the literature review because of this restriction. Second, the research conducted in light of the Covid-19 crisis that slowed down the pace of work on this study, more time and effort were needed to collect the data.

## 6.5  Future Research

This thesis provides opportunities for future studies to be considered by other researchers such as:

1. Future research might focus on marketing innovation dimensions in other industries or cultures.

2. more studies should be done about the top management level performance so that it is not limited to the level of individuals and teams.

3. Future studies should focus on the marketing innovation and its relationship with brand loyalty and customer satisfaction and consider a mediating/ controlling role of different variables such as demographic factors.

4. Future research should focus on marketing innovation from firm's perspective not customer perspective.

# References

- Delgado-Ballester, E., & Munuera-Aleman, J. (2011). *Brand trust in the context of consumer loyalty.* **European Journal of Marketing**, *35*(11-12), 1238-1258.

- Aaker, D. A. (1991). **Managing Brand Equity: Capitalising on the Value of a Brand Name**. New York: The Free Press.

- Abudaka, M. (2019). **The Telecommunication and IT Sector in Palestine**. Retrieved from This week in Palesine: http://thisweekinpalestine.com/telecommunication-sector-palestine/

- Akroush, M. N. (2006). *The Relationship between Brand-Building Factors and Branding Benefits in Commercial Banks Operating in Jordan: An Empirical Investigation of Managers' Perspectives*. **Jordan Journal of Business Administration**, *2*(3), 464-486.

- AL Samydai, M. J., Yaseen, S. G., & Dajani, D. M. (2015). *The Impact of E-Communication Strategy Innovation on Consumer Satisfaction*. **International Journal of Advances in Management and Economics**, *4*(4), 30-38.

- Al-Dmour, H., Al-Zu'bi, Z., & Kakeesh, D. (2013). *The Effect of Services Marketing Mix Elements on Customer-Based Brand Equity: An Empirical Study on Mobile Telecom Service Recipients in Jordan*. **International Journal of Business and Management**, *8*(11), 13-26.

- Al-Mobaideen, H. (2014). *The Impact of Change Management on the Application Enterprise Resource Planning System (ERP) Effectiveness: Field Study in Jordan Bromine Company*. **Journal of Management Research**, *6*(4), 79-98.

- Al-Sa'd, A. F., Abdallah, A. B., & Dahiyat, S. E. (2017). *The mediating role of product and process innovations on the relationship between knowledge management and operational performance in manufacturing companies in Jordan Ahmad Fathi Al-Sa'di,*. **Business Process Management Journal,** *23*(2), 349-376.

- Anderson, R. E., & Srinivasan, S. S. (2003). E-**satisfaction and e-loyalty: A contingency framework.** Psychology & Marketing, 123-138.

- Atalay, M., Anafarta, N., & Sarvan, F. (2013). **The relationship between innovation and firm performance: An empirical evidence from Turkish automotive supplier industry.** Procedia - Social and Behavioral Sciences, 75(1), 226-235.

- Atalay, M., Anafarta, N., & Sarvan, F. (2013). **The Relationship between Innovation and Firm Performance: An Empirical Evidence from Turkish Automotive Supplier Industry.** *75*(3), 226-235.

- Bakator, M., Đorđević, D., & Ćoćkalo, D. Ž. (2018). *Promotional Activities and Customer Satisfaction: Long-term Influence or a Temporary Marketing "Mirage"?* **Quarterly Marketing Journal**, *49*, 113-123.

- Baker, W. E., & Sinkula, J. M. (1999). *The synergistic effect of market orientation and learning orientation on organizational performance*. **Journal of the academy of marketing science**, *27*(4), 411-427.

- Belch, M. A., & Belch, G. E. (2004). **Advertising and Promotion : An Integrated Marketing Communications Perspective (6th ed.).** New Delhi: Tata McGraw-Hill.

- Bonett, D. G., & Wright, T. A. (2015). *Cronbach's alpha reliability: Interval estimation, hypothesis testing, and sample size planning*. **Journal of Organizational Behavior**, *36*(1). doi:10.1002/job.1960

- BORDEN, N. H. (1984). *The concept of marketing mix*. **Journal of Advertising Research,** *2*, 7-12.

- Cascio, R. (2011). **Marketing Innovation And Firm Performance Research Model, Research Hypotheses**, **And Managerial Implications**.

- Cascio, R. P. (2011). **Marketing Inno eting Innovation And Firm P ation And Firm Performance Resear formance Research Model, ch Model, Research Hypotheses, And Managerial Implications**. University of Central Florida , iii.

- Chakraborty, S., & Sengupta, K. (Eds.). (2014). **Structural equation modelling of determinants of customer satisfaction of mobile network providers: Case of Kolkata, India**. IIMB Management Review, 26(4), 234-248.

- Chakrsborty, S., & Sengupta , K. (2014). **Structural equation modeling of determinants of customer satisfaction of mobile network providers: case of Kolkata India.** IIMB Management Review, 234-248.

- Daniels, J. D., & Radebaugh, L. H. (2001). **International Business: Environments and Operations (9th ed.).** New Gersy: Pearson Education.

- Daragahi, G. A. (2017). **The Impact of Innovation on Customer Satisfaction: A Study of the Cosmetics Producer in Tehran**. International Review, *1*(2), 121-132.

- Denga, Z., Lu, Y., Wei, K., & Zhang, J. (2010). *Understanding customer satisfaction and loyalty: An empirical study of mobile instant messages in China.* **International Journal of Information Management**, 289-300.

- Diaw, B., & Asare, G. (2018). *Effect of Innovation on Customer Satisfaction and Customer Retention in the Telecommunication Industry in Ghana*. **European Journal of Research and Reflection in Management Sciences**, *6*(4), 15-26. Retrieved from http://www.researchgate.net/publication/329125451_Effect_of_Innovation_on_Customer_Satisfaction_and_Customer_Retention_in_the_Telecommunication_Industry_in_Ghana

- Doane, D., & Seward, L. E. (2011). *Measuring Skewness: A Forgotten Statistic?* **Journal of Statistics Education**, *19*(2), 2-18.

- Fanack. (2017, august 23). **Palestinian Economic Sectors**. Retrieved from fanack.com: https://fanack.com/palestine/economy/palestinian-economic-sectors/

- Fri, W., Pehrsson, T., & Søilen, K. S. (2013). *How Phases of Cluster Development are Associated with Innovation: The Case of China*. **International Journal of Innovation Science**, *5*(1), 31-44.

- Ghasemi, A., & Zahediasl, S. (2012). *Normality Tests for Statistical Analysis: A Guide for Non-Statisticians*. **International Journal of Endocrinology and Metabolism,** *10*(2), 486–489. Retrieved from NCBI: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3693611/

- Gunday, G., Ulusoy, G., Kilic, K., & Alpkan, L. (2011). *Effects of Innovation Types on Firm Performance*. **International Journal of Production Economics,** *133*, 662-676.

- Hana, U. (2013). *Competitive Advantage Achievement through Innovation and Knowledge*. **Journal of Competitiveness***, 5*(1), 82-96. doi:10.7441/joc.2013.01.06

- Hauser, J., Tellis, G. J., & Griffin, A. (2006). **Research on Innovation: A Review and Agenda for Marketing Science.** *Marketing Science, 25*(6), 687-717. Retrieved from http://www.jstor.org/stable/40057216 .

- He, Z.-L., & Wong, P.-K. (2009). **Knowledge interaction with manufacturing clients and innovation of knowledge-intensive business services firms**. Innovation: Organization & Management, 11(3).

- Herrmann, A., Xia, L., Monroe, K. B., & Huber, F. (2007). *The influence of price fairness on consumer satisfaction: An empirical test in the context of automobile purchases*. **Journal of Product & Brand Management,** *16*(1), 49-58.

- Hu, S. (n.d.). **Encyclopedia of Quality of Life and Well-Being Research**. Retrieved from Springer:

  https://link.springer.com/referenceworkentry/10.1007%2F978-94-007-0753-5_2256

- Ilić, D., Ostojić, S., & Damnjanović, N. (2014). *The importance of marketing innovation in new economy.* **journal of applied science**, 11(1), 34-42.

- Islam, T., Rahman, S., & Nahar, N. (2015). *Factors Affecting Customer Satisfaction in 3G Service.* **American Scientific Research Journal for Engineering, Technology, and Sciences***, 14*(3), 202-217.

- Johnson, G., Scholes, K., & Whittington, R. (2008). **Exploring Corporate Strategy: Text & Cases**. Edinburgh, UK: Prentice Hall.

- Joppe, M. (2006). *university of Guelph.* Retrieved 2 4, 2020, from **School of Hospitality, Food & Tourism Management**: https://www.uoguelph.ca/hftm/book/export/html/2046

- Joshi, A., Kale, S., Chandel, S., & Pal, D. (2015). *Likert Scale: Explored and Explained.* **British Journal of Applied Science & Technology***, 7*(4), 396-403. Retrieved from https://eclass.aspete.gr/modules/document/file.php/EPPAIK269/5a7cc3 66dd963113c6923ac4a73c3286ab22.pdf

- Kabir, S. M. (2016). **Basic Guidelines for Research: An Introductory Approach for All Disciplines (1st ed.).** Bangladesh: Book Zone Publication, Chittagong. Retrieved from https://www.researchgate.net/publication/325390597_BASIC_GUIDEL INES_FOR_RESEARCH_An_Introductory_Approach_for_All_Discipl ines

- Keller, R. A. (2011). **A Phylogenetic Analysis of Ant Morphology (Hymenoptera: Formicidae) with Special Reference to the Poneromorph Subfamilies.** American Museum of Natural History, 1-90. doi:10.1206/355.1

- Kim, M.-K., Park, M.-C., & Jeonga, D.-H. (2004). **The effects of customer satisfaction and switching barrier on customer loyalty in Korean mobile telecommunication services.** Telecommunications Policy, 145-159.

- Kotler, P. (1997). **Marketing Management: Analysis, Planning Implementation and Control (9th ed.)**. New Jersy: Prentice Hall.

- Kotler, P. (2000). **Marketing Management: The Millennium Edition (10th ed.).** Prentice-Hall. Retrieved from www.perspectiva.md/ro/files/biblioteca/Kotler-Marketing%20Management%20Millenium%20Edition.pdf

- Kotler, P. (2007). **Marketing: An introduction**. New Gersy: Pearson Education Inc.

- Kotler, P. T., & Keller, K. L. (2012). **Marketing Management** (14th ed.). Pearson Education.

- Kotler, P., & Armstrong, G. (1991). **Principles of Marketing**. New Jersey: Prentice Hall.

- Kotler, P., & Armstrong, G. (2005). **Principles of Marketing** (11th ed.). Nwe Delhi, India: Pearson Prentice Hall.

- Kotler, P., & Armstrong, G. M. (2010). **Principles of marketing** (13th ed.). New Gersy: Prentice Hall.

- Kotler, P., & Keller, K. L. (2006). **Marketing management** (12th ed.). Pearson Prentice Hall.

- Kuczmarski, T. D. (2003). *What is innovation? And why aren't companies doing more of it?* **Journal of Consumer Marketing***, 20*(6), 536-541.

- Kungumapriya, A., & Malarmathi, K. (2018). *The Impact of service quality, Perceived Value, Customer Satisfaction in Calcuative Commiment and Customer Loyalty Chain in Indain Mobile Telephone Sector (20 ed., Vol. 5).* **India: IOSR Journal of Business and Management.**

- Kuo, Y.-F., Wu, C.-M., & Deng, W.-J. (2009). **The relationships among service quality, perceived value, customer satisfaction,and post-purchase intention in mobile value-added services**. Computers in Human Behavior, 25(4), 887–896.

- Lee, C. (1951). **Coefficient alpha and the internal structure of tests**. Psychometrika, 16, 297–334.

- Leedy, P. D. (1993). **Practical research: planning and design**. New Jersey: Prentice-Hall.

- Lim, H., Widdows, R., & Park, J. (2006*). M-loyalty: winning strategies for mobile carriers.* **Journal of Consumer Marketing**, 208-218.

- Luarn, P., & Lin, H.-H. (2003). *A Customer Loyalty Model for E-service context.* **Journal of Electronic Commerce Research**, *4*(4), 156-167.

- Mahmoud, M. A., Hinson, R. E., & Anim, P. A. (2018). *Service innovation and customer satisfaction: the role of customer value creation.* **European Journal of Innovation**, *2*(4), 402-422.

- Malhotra, N., & Birks, D. (2007). **Marketing Research: an applied approach: 3rd European Edition**. Harlow, UK: Pearson Education.

- McConnell. (1968). *The Development of Brand Loyalty: An Experimental Study.* **Journal of Marketing Research**, *5*(1), 13-19.

- Mela, C. F., Jedidi, K., & Bowman, D. (1998). *The Long-Term Impact of Promotions on Consumer Stockpiling Behavior*. **Journal of marketing research,** *35*(2), 350-362.

- Mellens, M., Dekimpe, M. G., & Steenkamp, J.-B. (1996). *A Review of brand-loyalty measures in marketing*. **Journal of Economic Management,** *XLI*(4), 507–533.

- Mothe, C., & Uyen, N.-T. T. (2010). *The link between non-technological innovations and technological innovation*. **European Journal of Innovation Management,** *13*(3), 313-332.

- Mullatahiri, V., & Ukaj, F. (2019). *The Effects of E-marketing Communications on Brand Loyalty: The Case of Mobile Telephone Operators in Kosovo.* **Journal of Distribution Science**, *17*(6), 15-23.

- Nasir, S. (2005). *The Development, Change, and Transformation of Management Information Systems (MIS): A Content Analysis of Articles Published in Business and Marketing Journals*. **International Journal of Information Management**, *5*(25), 442-457.

- Navarro, D. M., Collado, A. M., & Esteban, Á. (2007). *An integrated model of price, satisfaction and loyalty: An empirical analysis in the service sector. Journal of product and brand management*. **Journal of Product & Brand Management,** *16*, 459-468.

- Nemati, A. R., Khan, K., & Iftikhar, M. (2010). *Impact of Innovation on Customer Satisfaction and Brand Loyalty, A Study of Mobile Phones users in Pakistan*. **European Journal of Social Sciences**, 16(2), 299-306.

- Newman, & Werbel. (1973). *Multivariate Analysis of Brand Loyalty for Major Household Appliances*. **Journal of Marketing Research**, *10*(4), 404-409.

- OECD. (2005). **The Measurement of Scientific and Technological Activities: Guidelines for Collecting and Interpreting Innovation Data: Oslo Manual (3rd ed.).** Paris: OECD.

- OECD. (2007). **Olso Manual: Guidelines for Collecting and Interpreting Innovation Data.** Paris: Organization for Economic Cooperation and Development.

- Office of the Quartet. (2017). **Economic Impact of Mobile Communications Development on the Palestinian Economy**. Retrieved from Office of the Quartet: http://www.quartetoffice.org/files/Economic%20impact%20of%20mobi le%20communication%20development%20on%20the%20Palestinian% 20Economy%20dft3%2015March2017.pdf

- Ohmae, K. (1982). **The Mind Of The Strategist**. McGraw-Hill. Retrieved from

  www.economist.com/media/globalexecutive/books/mind_of_the_strateg ist_e_03.pdf

- Owomoyela, S. K., Oyeniyi , K., & Olasunkanmi, O. S. (2013). *Investigating the impact of marketing mix elements on consumer loyalty: an empirical study of Nigerian Breweries PLC*. **Interdisciplinary Journal of Contemporary Research in Business**, *4*(11), 485-496. Retrieved from http://journal-archieves30.webs.com/485-496.pdf

- Panayides, P. (2006). *Enhancing innovation capability through relationship management and implications for performance*. **European Journal of Innovation Management,** *9*(4), 446-483.

- Panayides, P. (2006). *Enhancing innovation capability through relationship management and implications for performance*. **European Journal of Innovation Management,** *9*(4), 466-483.

- Pappu, R., & Quester, P. (2016). *How does brand innovativeness affect brand loyalty?* **European Journal of Marketing**, *50*(1/2), 1-43.

- PCBS. (2018, May 17). *News*. Retrieved from PCBS: http://www.pcbs.gov.ps/postar.aspx?lang=ar&ItemID=3140

- PCBS. (2018, 3 18). **Ress Release On The Eve Of The International Day For Telecommunication And Information Society**. Retrieved from Palestinian Central Bureau of Statistics (PCBS): http://www.pcbs.gov.ps/post.aspx?lang=en&ItemID=3141#

- PCBS. (2018, december 24). **The most significant outputs of economic forecasts based on the assumed scenarios in Palestine\*** for 2019. Retrieved from Palestinian Central Bureau of Statistics: www.pcbs.gov.ps/Portals/_Rainbow/Documents/E-themostforecast-2019.html

- PCBS. (2019, 5 16). *PCBS*. Retrieved from News: http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_16-5-2019-IT-en.pdf

- PCBS. (2019). **Puplications.** Retrieved from PCBS: http://www.pcbs.gov.ps/Downloads/book2495.pdf

- PCBS. (2020, 05 17). **news.** Retrieved from PCBS: http://www.pcbs.gov.ps/postar.aspx?lang=ar&ItemID=3737

- Pitra, Z. (1997). *Inovační strategie.* Praha : Grada.

- Prajogo, D. I. (2016). *The strategic fit between innovation strategies and business environment in delivering business performance*. **Int. J. Production Economics***, 171*, 241–249.

- Prohaska, B., & Costello, T. (2013). **Innovation**. IT profesional*, 15*(3), 62-64.

- Ramaraju, A. (2014). *Marketing Mix Strategies Using Methods of 4ps, 7ps, 4cs and Indian Cement Sector*. **International Journal of Advanced Research in Management (IJARM),** *5*(4), 23-31.

- Review, W. P. (2018). **World Population Review**. Retrieved from World Population Review:

  http://worldpopulationreview.com/countries/palestine-population/

- Roberts, P. W. (1999). *Product innovation, product–market competition and persistent profitability in the U.S. pharmaceutical industry*. **Strategic Management Journal***, 20*(7), 655-670.

- Roberts-Lombard, M., & Petzer, D. J. (2018). **Customer satisfaction/delight and behavioural intentions of cell phone network customers – an emerging market perspective**. European Business Review, 30(4), 427-445.

- Rosenberg, L. J., & Czepiel, J. A. (1984). *A MARKETING APPROACH FOR CUSTOMER RETENTION*. **Journal of Consumer Marketing**, 45-51.

- Rowley, J. (2005). **The four Cs of customer loyalty**. Marketing Intelligence & Planning, 23(6), 574-581.

- Rust, R. T., Ambler, T., Carpenter, G. S., & Kumar, V. (2004). *Measuring marketing productivity: Current knowledge and future directions*. **Journal of Marketing**, *68*(4), 76-89.

- Sarker, M. A., Aimin, W., & Begum, S. (2012). *Investigating the Impact of Marketing Mix Elements on Tourists 'Satisfaction: An Empirical Study on East Lake*. **European Journal of Business and Management,** *4*(7), 273-282.

- Sawafta, A. (2019, June 10). **INTERNET OF THINGS**. Retrieved from Reuters: https://www.reuters.com/article/israel-palestinians-telecom/palestinians-get-3g-mobile-services-in-west-bank-idUSL8N1PJ3FW

- Scott, D. M. (2013). **The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly (4th ed.).** John Wiley & Sons.

- Sekaran, U., & Bougie, R. (2013). **Research methods for business : a skill-building approach (6th ed.).** Chichester, West Sussex: Wiley.

- Simon, A., & Yaya, L. (2012). "**Improving innovation and customer satisfaction through system integration**. Industrial Management & Data Systems, 112(7), 1026-1043.

- ŚLEDZIK, K. (2013). *SCHUMPETER'S VIEW ON INNOVATION AND ENTREPRENEURSHIP*. **SSRN Electronic Journal**, 89-95. doi:10.2139/ssrn.2257783

- Sogunro, A., & Abiola, B. (2014). *Measuring Customer Satisfaction on Life Insurance Products Case Study: Lagos State, Nigeria*. **International Journal of Management and Business Research**, *4*(2), 73-80.

- Srivastiva, R. K., Shervani, T. A., & Fahey, L. (1999). *Marketing, Business Processes, and Shareholder Value: An Organizationally Embedded View of Marketing Activities and the Discipline of Marketing*. **Journal of Marketing**, 168-179.

- Stark, J. (2011). **Product lifecycle management** (2nd ed.). london: Springer.

- Stark, J. (2011). **Product Lifecycle Management**. London: Springer.

- Stošić, B. (2007). **Menadžment inovacija - ekspertni sistemi, metodi i modeli.** Fakultet organizacionih nauka, 3-20.

- Tao, F. (2014). *Customer Relationship Management based on Increasing Customer Satisfaction*. **International Journal of Business and Social Science**, *5*(5), 256-263.

- Tinoco, J. (2005). **Marketing Innovation: The Construct, Antecedents and Consequences**. Unpublished Work.

- Toameh, K. A. (2016, April 1). **The Jerusalem Post.** Retrieved from https://www.jpost.com/: https://www.jpost.com/Arab-Israeli-Conflict/Palestinian-cellphone-market-lost-1-billion-since-2013-449925

- ul Hassan, M., Shaukat, S., Nawaz, M. S., & Naz, S. (2013). *Effects of innovation types on firm performance: An empirical study on Pakistan's manufacturing sector*. **Pakistan Journal of Commerce and Social Sciences (PJCSS),** *7*(2), 243-262.

- USC. (2019, July 14). **Research Guides**. Retrieved from University of Southern California: https://libguides.usc.edu/writingguide/quantitative

- Wade, W. R. (2010, 12 16). *an introduction to analysis* (4th ed.). Prentice Hall. Retrieved from Course Hero: https://www.studocu.com/en/u/3013886

- Yamane, T. (1967). **Statistics, An Introductory Analysis (2nd ed.).** Harper & Row.

- Yang, J., Su, J., & Song, L. (2019). **Selection of Manufacturing Enterprise Innovation Design Project Based on Consumer's Green Preferences.** Sustainability, *11*(5), 1375. Retrieved from https://www.mdpi.com/2071-1050/11/5/1375/htm

- Yoo, B., Donthu, N., & Lee, S. (2000). *An examination of selected marketing mix elements and brand equity.* **Journal of the Academy of Marketing Science,** 195-211.

# Appendixes

Questionnaire in Arabic

**أخي الفاضل / أختي الفاضلة**

**تحية طيبة وبعد،،**

**تقوم الباحثة بإجراء دراسة بعنوان** " أثر التسويق الابتكاري على ولاء الزبون لدى مشغلي شبكات الهاتف المحمول في فلسطين– رضا الزبون كمتغير وسيط " **للحصول على درجة الماجستير في الإدارة الهندسية من جامعة النجاح الوطنية.**

**نرجو من حضرتكم مراعاة الموضوعية والمصداقية في تعبئة الإستبانة علما بإنه سيتم مراعاة السرية في البيانات التي ستدلون بها وأن هذه البيانات سيتم استخدامها لأغراض البحث العلمي فقط.**

**ولكم مني جزيل الشكر والتقدير**

**المشرفون على الرسالة:   د. نضال دويكات  د. راني شهوان**

**الباحثة:  إسراء صبحي ابو رجب**

تتألف الإستبانة من أربعة اقسام:

❖ القسم الاول: يتألف من مجموعة اسئلة تعبر عن خلفية المستجيبين:

1. الجنس:

- ذكر

- أنثى

2. العمر :

- من 18- 28

- من 29 – 39

- من 40 – 49

- أكثر من 50

3. المؤهل العلمي:

- ثانوية عامة أو أقل

- بكالوريوس

- دراسات عليا

4. الشركة التي أعتمدها كمزود لخدمات الهاتف المحمول:

- أوريدو(الوطنية موبايل)

- جوال

- كلتيهما

5. إذا كانت الإجابة كلتيهما، أيهما تفضل:

- أوريدو(الوطنية موبايل)

- جوال

6. عدد سنوات تعاملي مع مزود خدمة الهاتف المحمول الخاص بي:

- أقل من 3 سنوات

- من 3- 5 سنوات

- أكثر من 5 سنوت

7. نوع الشريحة الخاصة بي:

- دفع مسبق

- فاتورة

- القسم الثاني: يتألف من مجموعة من الاسئلة التي تدرس الممارسات التسويقية التي يقدمها مزودو خدمات الهاتف المحمول الفلسطينية:

| الرقم | الفقرة | أوافق بشدة | أوافق | محايد | غير موافق | غير موافق بشدة |
|---|---|---|---|---|---|---|
| **1** | محور الخدمة | | | | | |
| 1.1 | يتميز مقدم خدمات الهاتف المحمول الخاص بي بتقديم الخدمات والمنتجات المتنوعة في مجال الاتصالات | | | | | |
| 1.2 | يوفر مزود خدمة الهاتف المحمول الخاص بي خدمات مميزة ما بعد البيع | | | | | |
| 1.3 | يهتم مزود خدمة الهاتف المحمول الخاص بي برأيي في تطوير خدمات جديدة | | | | | |
| 1.4 | أتعامل مع مزود خدمة الذي يمتلك علامة تجارية مميزة في السوق | | | | | |
| 1.5 | يوفر مزود خدمة الهاتف المحمول الخاص بي تحديثات الخدمات المطورة | | | | | |
| **2** | محور الترويج | | | | | |
| 2.1 | يعرض ويروج مقدم خدمات الهاتف المحمول الخاص بي خدماته ومنتجاته من خلال الصحف والمجلات بشكل مناسب | | | | | |
| 2.2 | يعرض ويروج مقدم خدمات الهاتف المحمول الخاص بي خدماته ومنتجاته من خلال الاذاعة والتلفاز بشكل مناسب | | | | | |
| 2.3 | يعرض ويروج مقدم خدمات الهاتف المحمول الخاص بي خدماته ومنتجاته من خلال الصفحات الاكترونية ووسائل التواصل الاجتماعية بشكل مناسب | | | | | |
| 2.4 | تبدو الحملات الإعلانية إبداعية مقارنة بالحملات الإعلانية لمزودي الخدمة المنافسين | | | | | |
| الرقم | الفقرة | أوافق بشدة | أوافق | محايد | غير موافق | غير موافق بشدة |
| 2.5 | أشعر أن هناك مصداقية في إعلانات مزود خدمة الهاتف المحمول الذي أتعامل معه | | | | | |
| 2.6 | يهتم مزود خدمة الهاتف المحمول الخاص بي بالأنشطة الثقافية ورعاية البرامج مثل مهرجانات و أحداث اجتماعية وأنشطة رياضية | | | | | |
| 2.7 | يتأثر قراري بشراء خدمة معينة بتجارب الاصدقاء والاقارب | | | | | |
| **3** | محور السعر | | | | | |
| 3.1 | المعدل العام لفاتورة الهاتف المحمول الشهرية مقبول ويتناسب مع استخدامي | | | | | |
| 3.2 | تكلفة الخدمة الهاتفية تتناسب مع جودة الخدمات المقدمة | | | | | |
| 3.3 | يوفر لي مزود خدمة الهاتف المحمول وسائل مختلفة للدفع | | | | | |
| 3.4 | يوفر لي مزود خدمة الهاتف أسعار تنافسية مقارنة مع مزودي الخدمة الاخرين | | | | | |

| | | | | | | يقدم لي مزود خدمة الهاتف خصومات حقيقية من وقت لآخر | 3.5 |
|---|---|---|---|---|---|---|---|
| | | | | | محور التوزيع | | **4** |
| | | | | | | عدد معارض ومزودي خدمات الهاتف المحمول الخاص بي كافي على مستوى منطقتي | 4.1 |
| | | | | | | يوفر مقدم خدمات الهاتف المحمول الخاص بي موقع الكتروني سهل الوصول اليه ومعروف لمعظم الزبائن | 4.2 |
| | | | | | | يحتوي موقع مقدم خدمات الهاتف المحمول الخاص بي على جميع المعلومات والخدمات التي يحتاجها الزبائن | 4.3 |
| | | | | | | الموقع الالكتروني لمزود الخدمة الخاص بي منظم بطريقة تمكنني الوصول الى المعلومة بسهولة | 4.4 |
| | | | | | | عدد المعارض الخاصة بمزود الخدمة الخاص بي أكثر من معارض مزود الخدمة الاخر | 4.5 |
| | | | | | | يمتلك مزود الخدمة الخاص بي تطبيقا يسهل علي الاستفسار عن معلومات خاصة باشتراكي | 4.6 |

- **القسم الثالث : يتألف من مجموعة من الاسئلة التي تقيس مدى رضا العملاء عن خدمات الهاتف المحمول التي يقدمها مزودو خدمات الهاتف المحمول:**

| غير موافق بشدة | غير موافق | محايد | موافق | موافق بشدة | الفقرة | الرقم |
|---|---|---|---|---|---|---|
| | | | | | أشعر بالرضا عن الخدمات التي يقدمها مزود الخدمة الخاص بي | 5.1 |
| | | | | | أشعر بالرضا عن التواصل بيني وبين مزود الخدمة الخاص بي | 5.2 |
| | | | | | أشعر بالرضا عن المعلومات التي يقدمها لي مزود الخدمة الخاص بي إما عن طريق الرسائل النصية او المكالمات او وسائل التواصل الاجتماعي | 5.3 |
| | | | | | يلبي مزود الخدمة الخاص بي احتياجاتي دوما | 5.4 |
| | | | | | يحقق مزود الخدمة الخاص بي توقعاتي دوما | 5.5 |

- **القسم الرابع : يتألف من مجموعة من الاسئلة التي تقيس مدى ولاء العملاء لمزودي خدمات الهاتف المحمول:**

| أرفض بشدة | أرفض | محايد | موافق | موافق بشدة | الفقرة | الرقم |
|---|---|---|---|---|---|---|
| | | | | | سأحافظ على اشتراكي مع مزود الخدمة الخاص بي أقصى فترة ممكنة | 6.1 |
| | | | | | أوصي أصدقائي بالاشتراك بمزود الخدمة الخاص بي كل ما سنحت لي الفرصة | 6.2 |
| | | | | | بالرغم من الأسعار المخفضة لدى مزود الخدمة الآخر، سأبقى مشتركا بمزود الخدمة الخاص بي | 6.3 |
| | | | | | حتى لو نصحني أحد معارفي بمزود الخدمة الآخر، سأبقى مشتركا بمزود الخدمة الخاص بي | 6.4 |
| | | | | | عندما تطرح خدمات جديدة في السوق، سأشتريها من مزود الخدمة الخاص بي | 6.5 |

ملاحظات أخرى ترغب بإضافتها:

-------------------------------------------------------------------------------

-----------------------------

شاكرين لكم حسن تعاونكم

Questionnaire in English

Dear Mr./Mrs

Greetings,

I am a graduate student from An-Najah National University, the research aims to examine the relationships between marketing innovation, brand loyalty, and customer satisfaction as a mediating variable in Palestinian mobile operators.

The researcher undertakes not to reveal any individual information that appears in this questionnaire so that all information will be treated as confidential.

Regards,

Supervisors: Dr. Nidal Dwaikat, Dr. Rani Shahwan

Researcher: Israa Aburajab

This questionnaire is divided into four sections

First Section: aims to collect general information about the respondents.

1. Gender

- Male

- Female

2. Age

- From18-28

- from 29-39

- from 40-49

- more than 50

3. Education

- Undergraduate

- Bachelor's degree

- Postgraduate

4. The company I deal with

- Ooredoo

- Jawwal

- Both

5. If your answer was yes, which company do you prefer

- Ooredoo

- Jawwal

6. number of years I deal with my operator

- Less than 3 yrs.

- From 3 to 5

- More than 5 yrs.

7. Type of my subscription

- Prepaid

- Postpaid

Second section: aims to evaluate the marketing innovation in Palestinian mobile operators

| Number | Question | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|---|---|---|---|---|---|---|
| 1 | | Service | | | | |
| 1.1 | My mobile service provider provides me with a variety of services | | | | | |
| 1.2 | My mobile service provider provides me with distinctive after sale services | | | | | |
| 1.3 | My mobile service provider cares about my opinion in the development of new services | | | | | |
| 1.4 | I deal with a mobile service provider that has a distinctive brand in the market. | | | | | |
| 1.5 | My mobile service provider provides me with updates about developed service products. | | | | | |
| 2 | | Promotion | | | | |
| 2.1 | The advertisements are frequently seen through media such as billboards and magazines. | | | | | |

| | | | | | | |
|-----|----------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 2.2 | The advertisements are frequently seen through media such as TV, radio. | | | | | |
| 2.3 | The advertisements are frequently seen through media such as social media and websites | | | | | |
| 2.4 | The advertising campaigns seem very creative, compared to campaigns for competing brands | | | | | |
| 2.5 | In general, I can feel that there is a credibility in the advertisements. | | | | | |
| 2.6 | My mobile service provider cares about cultural activities and program sponsorship (i.e.: independent day festival, social events, sport games, …etc.). | | | | | |
| 2.7 | When I decide to purchase a specific service, I take into consideration the spoken word of mouth from friends and relatives. | | | | | |
| **3** | | Price | | | | |
| 3.1 | My mobile service provider's prices are appropriate to me. | | | | | |
| 3.2 | The prices are appropriate compared to the quality of services provided. | | | | | |
| 3.3 | My mobile service provider provides me with more than one paying facility/ option. | | | | | |
| 3.4 | The prices are competitive compared to the other mobile service providers. | | | | | |
| 3.5 | My mobile service provider gives me special offers from time to time (i.e.: free hours, sms, mms,.. etc.). | | | | | |
| **4** | | Place | | | | |
| 4.1 | My mobile service provider has many branches within my region of residence. | | | | | |
| 4.2 | My mobile service provider website is well-organized | | | | | |

| 4.3 | The website essential base for dealing with my mobile service provider (paying the bills, detailed bill on your e-mail…. etc.) is satisfactory | | | | | |
|-----|-----|---|---|---|---|---|
| 4.4 | The website helps me get the needed information easily | | | | | |
| 4.5 | The number of outlets that deal with my mobile services provider are more than those of its competing brands. | | | | | |
| 4.6 | My mobile service provider has a mobile application that facilitates inquiries about my subscription | | | | | |

Third section: aims to evaluate the customer satisfaction in Palestinian mobile operators

| Number | Question | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|--------|----------|----------------|-------|---------|----------|-------------------|
| 3.1 | I am satisfied with services of my operator. | | | | | |
| 3.2 | I am satisfied with interaction that I have with my operator. | | | | | |
| 3.3 | I am satisfied with information that I get via SMS or calls from my operator. | | | | | |
| 3.4 | My operator always meets my demands | | | | | |
| 3.5 | My operator always meets my expectations | | | | | |

Fourth section: aims to evaluate brand loyalty in Palestinian mobile operators.

| Number | Question | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|--------|----------|----------------|-------|---------|----------|-------------------|
| 4.1 | I will go on using the same operator | | | | | |
| 4.2 | I recommend this operator to my friends every time I have a chance | | | | | |
| 4.3 | Even if the prices of other operators are cheaper, I will continue using this operator. | | | | | |
| 4.4 | Even if my friends suggest me to use other operators, I will not change my operator. | | | | | |
| 4.5 | If, new services will be offered in the market, I will purchase again from the same operator | | | | | |

Comments you would like to add:

--------------------------------------------------------------------------------------------

--------------------------------------------------------------------------------------------

----------------------------

Thank you

جامعة النجاح الوطنية

كلية الدراسات العليا

# أثر التسويق الابتكاري على رضا الزبون لدى مشغلي شبكات الهاتف النقال الفلسطينية

اعداد

إسراء صبحي أبو رجب

اشراف

د. نضال دويكات

د. راني شهوان

قدمت هذه الأطروحة استكمالا لمتطلبات الحصول على درجة الماجستير في برنامج الادارة الهندسية، من كلية الدراسات العليا، في جامعة النجاح الوطنية، نابلس– فلسطين.

2021

# أثر التسويق الابتكاري على رضا الزبون لدى مشغلي شبكات الهاتف النقال الفلسطينية

اعداد

إسراء صبحي أبو رجب

اشراف

د. نضال دويكات

د. راني شهوان

## الملخص

تزداد المنافسة في قطاع الاتصالات في فلسطين يوما تلو الآخر، وهذا يتطلب من شركات الاتصالات أن تكون أكثر براعة في خططها الاستراتيجية حتى تتمكن من تحقيق متطلبات الزبائن المتزايدة. يعد الابتكاري عنصرا رئيسيا لكسب الزبون والحفاظ عليه. يأتي هذا البحث لدراسة أثر التسويق الابتكاري على ولاء الزبون لدى مشغلي شبكات الهاتف النقال في فلسطين. تم جمع البيانات باستخدام استبانة وزعت على 450 مستجيب، تم استعادة 432 استبانة، 412 استبانة دخلت مرحلة التحليل. تم استخدام برنامج التحليل الإحصائي SPSS في معالجة البيانات لقياس العلاقة المباشرة بين التسويق الابتكاري وكل من رضا العميل، وولاء العميل، والعلاقة المباشرة ما بين رضا العميل وولائه. بينما تم إدخال 100 عينة لبرنامج التحليل smart PLS لقياس العلاقة غير المباشرة ما بين التسويق الابتكاري و ولاء العميل، حيث تم اعتبار رضا العميل كعامل وسيط.

أظهرت نتائج البحث أن الابتكار التسويقي الذي تقدمه شركات الاتصالات الخلوية في فلسطين يأتي بدرجة متوسطة من وجهة نظر العميل، كما أن رضا العميل عن الخدمات المقدمة من قبل شركات الاتصالات الخلوية وولائه للشركة يأتي أيضا بدرجة متوسطة، حيث أظهر التحليل أن الابتكار التسويقي كان بمتوسط حسابي 3.47، وحصل الابتكار المكاني على أعلى متوسط حسابي بقيمة 3.62، تبعه الابتكار الإعلاني بقيمة 3.54، ثم الابتكار في الخدمات المقدمة بقيمة وسط حسابي 3.53، وأخيرا كان الابتكار في السعر هو الأقل من وجهة نظر الزبون بمتوسط حسابي 3.13.

ج

كما أظهرت نتائج البحث بأن الابتكار التسويقي يلعب دورا مهما في رضا العميل والذي بدوره يؤثر على ولائه، وقد توصل الباحث إلى وجود علاقة قوية تربط ما بين الثلاث متغيرات: الابتكار التسويقي، رضا الزبون، وولاء الزبون.

واعتمادا على نتائج البحث، قام الباحث بتطوير نموذج يساعد شركات الهاتف المحمول في فلسطين على تبني مفهوم الابداع التسويقي في تحقيق رضا الزبون وولائه.