

# Investigation

## **Mass Media as Marketing Communication Tool in Managing Customer Satisfaction of Governmental Services**

A Case Study of PAEW's Drinking Water Service in Batinah North  
Governorate's states, Oman

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## **ABSTRACT**

The purpose of this thesis is to examine how a governmental organization can manage customer satisfaction via mass media as a marketing communication tool. The selected governmental service was the Public Authority for Electricity and Water responsible for presenting drinking water service in the Sultanate of Oman. The investigation sample was based on customer experiences that could contribute significantly to an overall review of the service level after using/subscribing and consumers' evaluation of media and marketing accompanied to the service. The reviewed literature emphasizes the importance of mass media in marketing communication to achieve customer satisfaction. The various studies related to marketing and communication are analysed to construct the study's conceptual model to illustrate the way marketing messages are conveyed via mass media devices in order to form satisfied bonds between the organization and the customers. The analysis shows that there are feelings of mistrust among customers toward provided water quality, especially with regards to drinking water, and the substitute is purchasing bottled drinking water. The conclusion of the study indicates that there is a relative customer satisfaction of the studied governmental organization's marketing management activities conveyed via mass media. Moreover, it is proved statistically that there is a strong correlation between the service provider's media efficiency and the success of marketing process, and there is an association between satisfaction degrees of the service provider and satisfaction feelings of service marketing's media.

## **DEDICATION**

Subsequent to recognition of thanks to my God for meeting my request related to the verse: said “my Lord, expand for me my breast (with assurance) and ease for me my task” in Taha Surat in Quran (Ayats no. 25-26), I would like to dedicate my scientific effort to my parents who are a candle of my life with loyalty for their virtue in all my steps and to my brothers and sisters as partners of my childhood and friends of the present and future.

Also, I would love to introduce words of dedications with love, longing and pride to my wife “S” for her support and patience that granted me purposefulness to achieve my aspirations.

I wish this work to be a motivation and incentive toward a bright future with happiness for my children who are spiritual and fill my heart with nostalgia.

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## LIST OF ABBREVIATIONS

<b>Ps</b>	The spearman's population correlation coefficient.
<b>rs</b>	The spearman correlation coefficient.
<b><math>\chi^2</math></b>	Chi-square statistic to investigate whether distributions of categorical variables differ from one another.
<b><math>\alpha</math></b>	Significance level as pre-chosen probability with (0.05,0.01) of not rejecting $H_0$ .
<b>P-value</b>	The calculated probability of finding observed after a given study to be compared with $\alpha$ , if it is less than or in marginal proximity to $\alpha$ , there is an evidence to reject $H_0$ .
<b><math>H_0</math></b>	The null hypothesis referring to no effect/relation between two or more variables
<b><math>H_a</math></b>	The alternative hypothesis indicating to an effect/association between variables
<b>PAEW</b>	Public Authority for Electricity and Water
<b>CRM</b>	Customer relation management

## Chapter 1

### INTRODUCTION

#### 1.1 Background

Public Authority for Electricity and Water is a governmental organization established in 2007 for the administrative sectors of electricity and water. It is specialized into two main tasks, which involve striving to guarantee a steady supply of desalinated water to all regions in Oman through adopting standard specifications for the produced water and protecting the public from the risk that might derive from the business. There are signals that many subscribed customers do not trust in the drinking water provided by the government and prefer to buy the filled bottles produced via private water companies. This can be confirmed in public views explored by a newspaper of Daily Muscat issued in English language regarding whether Omani people prefer the governmental desalinated water or bottled water (Public opinion from the streets of Muscat: Tap water vs bottled water, 18 August 2014). On June 30, 2015, a study named “Drinking water sources and households water” was conducted and its results were reported in an English newspaper called Times of Oman. The study showed that bottled water usage raised 1.18% while demand of governmental water networks increased by 0.5% during the period from 2003 to 2010 (NCSI, 2015).

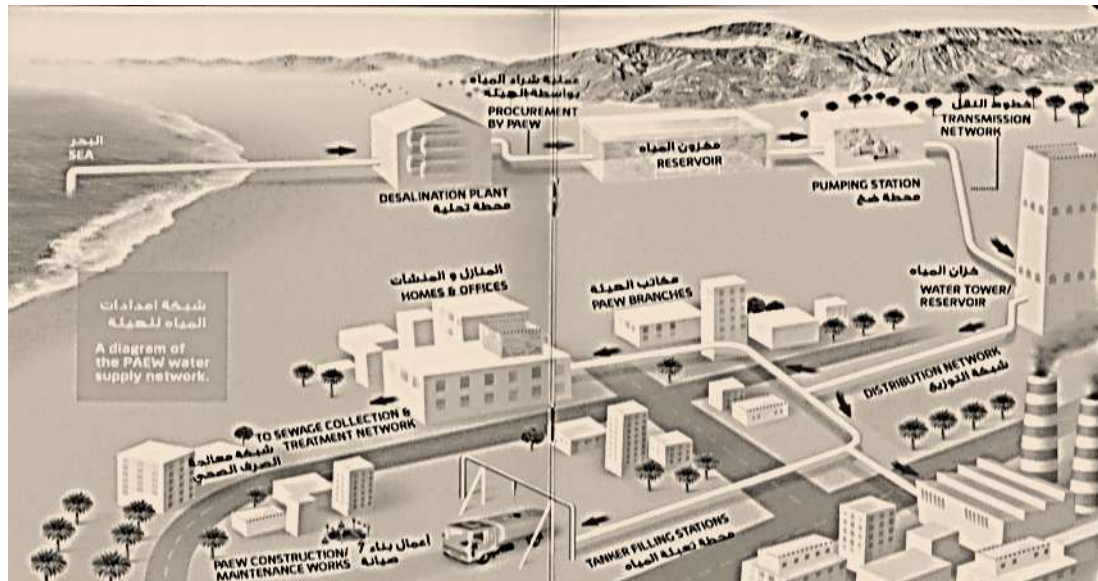


Illustration 1: A diagram of the PAEW water supply

## 1.2 The Research Statement

I attempt through my thesis to investigate whether water service customers in Oman are satisfied of the management of Public Authority for Electricity and Water in using mass media as a communication device in marketing and how media devices can help the organization to work practically in managing customer goodwill.

## 1.3 Objectives of Study

The study aims to investigate in six objectives .The first goal is to collect descriptive data about traits and attitudes of water service usage. The Second objective is to test the extent of corresponding results of previous studies related to customer satisfaction with governmental service and media impact. Thirdly, it is conducted to understand and evaluate customer satisfaction with the service and its accompanied marketing messages conveyed through media. Fourthly, it attempts to find out whether there are relations or correlations between the service introduction satisfaction and marketing's media satisfaction and clarify its nature. Fifthly, it is targeted to develop a mechanism through mass media in order to achieve an efficient

management of unorganized word of mouth. Sixthly, it is aimed to draw recommendations based on customers' needs for PAEW's administration to develop the marketing programs through media.

## **1.4 Definitions and Data**

It is necessary to make clearer all related definitions and data relevant to the study's subject to make the reader more aware in what I am tending to investigate in course of research until the findings.

### **1.4.1 Drinking water**

Drinking water service involves delivery of a potable water product to the consumer for safe usage in drinking, cooking and washing. The potable water, prior to reaching consumers, passes through a treatment process composed of three main stages: water work intake, treatment plant and distribution systems.

The water intake stage involves extracting or capturing the raw water from the surface supply (such as lakes, rivers, streams and the ocean) and the ground supply (as single or multiple aquifers).

At the treatment plant stage, it is advisable to improve the raw water to be potable in accordance with drinking water standards and the health authorities' recommendations. Then, the distribution systems, which consist of storage tanks, equalizing tanks, and chlorination plants with or without corrosion monitoring facilities, deliver the final product to the consumer (De Zuane, 1990, pp. 5-6).

### **1.4.2. Drinking water quality**

The quality of intake water from the source can be influenced by weather changes such as drought or flooding, or pollution level in the watershed. Therefore, before the

quantity of water withdrawn is decided upon, the operator should make appropriate decisions aimed at taking the best available water according to the season, water temperature, rainfalls and climate. In other words, the raw water sources that are taken from the surface suppliers is more influenced by air pollution or unexpected changes in purity than as a consequence of sudden changes in weather conditions or involuntary spillage related to transportation, potential sabotage or residential commercial actions in the watershed location (De Zuane, 1990, pp. 413-414).

In addition, water quality has the potential to face potential problems at the treatment plant and distribution systems stages such as lack of disinfecting power, corrosion and sediment in the pipeline and re-growth of bacteria in blocked (dead) ends of the distribution system. Therefore, continuous monitoring is required at each step of the water supply mechanism from the origin source until delivery to the consumer (De Zuane, 1990, p. 409).

#### **1.4.3 Organizational commitments to the consumers in drinking water service**

There are responsibilities to the consumer that must be considered in presenting the service such as providing sufficient flow and storage, providing a powerful mechanism for distribution system control to guarantee a safe service pure or free from contamination, ensuring clean laboratory facilities, implementing surveys for water quality evaluation periodically, educating and training the operators and maintenance personnel and suitable budgeting for these attempts to secure quantity and quality to water consumers, with a deliberate long-term plan. (De Zuane, 1990, p. 5)

#### **1.4.4 Customer satisfaction**

Satisfaction is defined by Patwardhan, Yang, and Patwardhan (2011) as "a key concept in diverse areas of study such as marketing (consumer satisfaction), social

and applied psychology (job satisfaction, life satisfaction), and organizational communication (interpersonal communication satisfaction)”.

Keith Hunt (1977) defined satisfaction as "a kind of stepping away from an experience and evaluating it. Satisfaction is not the pleasurable-ness of experience; it is the evaluation rendered that the experience was at least as good as it was supposed to be in his study of consumer satisfaction/dissatisfaction mentioned by Victor J and Lorne (1989). (Padmini, 2011)

With regard of consumer satisfaction as term the recent studies defined it as “a summary affective response of varying intensity that pertains to a particular focus (expectations, product consumption experiences, etc.) and occurs at a particular time (after choice, subsequent to consumption, after accumulated experience)" as stated by Bozinoff and Roth (1989).

In relation to customers and their satisfaction, we should realize the extent of their meaning. Evaluations of the consumer’s experience can be expressed in the form of opinions, impressions, behaviour, preferences, perceptions, loyalty, positioning, awareness and requirement level as identified by Patwardhan, Yang and Patwardhan (2011).

#### **1.4.5 Satisfaction with government services**

Bozinoff and Roth (1989) identified that government services are classified into two main factors: heterogeneity of perceived consumer needs and range of consumer experience with regularity and directness. They clarified that governmental service is different from private service in view of the former being considered as a government monopoly with no availability for fit alternative services and no direct



payment. In addition, standards for government services are based on degree of frequency (regularity) and directness of introduction whether consumers are more frequent through direct interaction with daily use or weekly or not.

Also, they explained that measurement of dissatisfaction in government service relies on mean consumer experience level and needs, so that if a lower level of quality service is provided in case of high experience related to heterogeneous needs, this can lead to pressure on the government through consumers' dissatisfaction and complaints (Bozinoff, 1989).

#### **1.4.6. Satisfaction with Service quality**

According to literature from Rha (2012), service quality is defined as the leading factor of forming satisfaction or dissatisfaction. This means a service or product is to be experienced by the customer to give their judgment about it.

Moreover, the service quality is described as an element influenced by gaining satisfaction and constructing relationships with customers. Furthermore, the service quality process is composed of technical quality as an outcome of using the service and functional quality as a process of delivering the service outcomes to the customers (Rha, 2012).

#### **1.4.7 Marketing**

Marketing is identifying, anticipating, and satisfying needs, according to the definition from the Chartered Institute of Marketing (CIM) (2009).

The CIM also recommended ensuring whether the services and products satisfied customer needs by designing a survey covering topics such as what customers think

of products/services, how satisfied they are with any support services, how satisfied they are with quality, how effective the service is in meeting their needs and how they see their needs changing in the short- and long-term (CIM, 2009).

The social marketing trend is defined as “managerial and social process done by individuals and groups to obtain their needs, wants and preferences through creating, offering, exchange and commodities and services that achieve value with regard to all” (Al-Tayeh, 2010-2011).

The American Marketing Association defines marketing management as “processes of planning, performing to produce, price, promote and distribute the ideas, products and services to create attributes to satisfy aims of individuals and organizations” (Al-Tayeh, 2010-2011).

The simple definition for marketing according to its aim is building and managing profitable customers’ relationships (Al-Tayeh, 2010-2011).

#### **1.4.8 Communication**

The most important question we need to answer is why we need to communicate as humans. There are many aims that invite us to communicate represented in satisfying social needs like the need for admitted relationships via others, acquiring information in terms of our needs by making inquiries, reacting, listening and seeing news programs, building trusty relations by sharing data and acquiring knowledge, obtaining happiness and enjoyment, arranging duties and administering them through a process of giving and responding to instructions to manage our behaviours toward

others, gathering data from others, thus providing opportunities for interaction and the discovery of new approaches from others (Redmond, 2000, pp. 7-10).

To attain the goal of marketing that is represented in providing products and services to an aimed party (group) and improving the business profits through striving to satisfying needs and wants of customers, the role of communication is to entice consumers to purchase the merchandises or use certain utilities.

Firstly, communication involves informing the audience about the availability of a product, as well as its significant attributes, cost, and where it can be purchased. Then, the aim of communication is to affect consumer attitudes by presenting a positive feeling associated with the product. This done by marketer communication and the assistant communication channels that aim to construct the positive image by working at persuading the consumers of the advantages and qualities of the product or service.

The success or failure of the published information and persuasion survives if communication in creating relationships with consumers is attained through launching purchases of the product (Newbold, 2002, pp. 343-344).

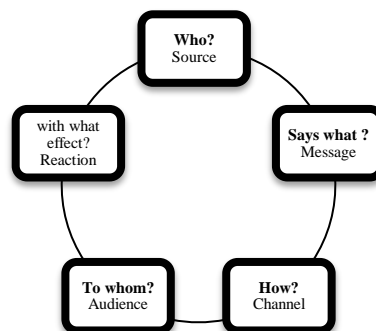
**1.4.9. Mass communication**

Mass communication is defined as a process of developing and transmitting aimed messages to a large audience by mechanical and electronic devices including newspapers, magazines, radio, television and the Internet. Its purpose is to make people connected with entertainment, information and advertisements (Redmond, 2000).

For example, newscasts, news magazines and other informative broadcasts are used to inform us and attract our attention, and the persuasive devices such as advertising, commercials and infomercials employed through media try to look for viewers and listeners and convert them to buyers. Media may also be used to show some conceptual ideas for the purpose of influencing watchers' actions; an example of this would be "Don't drink and drive" campaigns (Redmond, 2000).

**1.4.10 Marketing Communication**

According to Kitchen (1993), marketing communication is considered a significant component in marketing management. He denoted a mechanism of communication task illustrated by Harold D. Laswell (1948), who stated that communication works by answering five main questions, (Kitchen, 1993).



*Illustration 2: A mechanism of communication task*

In 1971, the above model was improved by Schramm who added new factors in the Communication process through the next framework: (Kitchen, 1993).

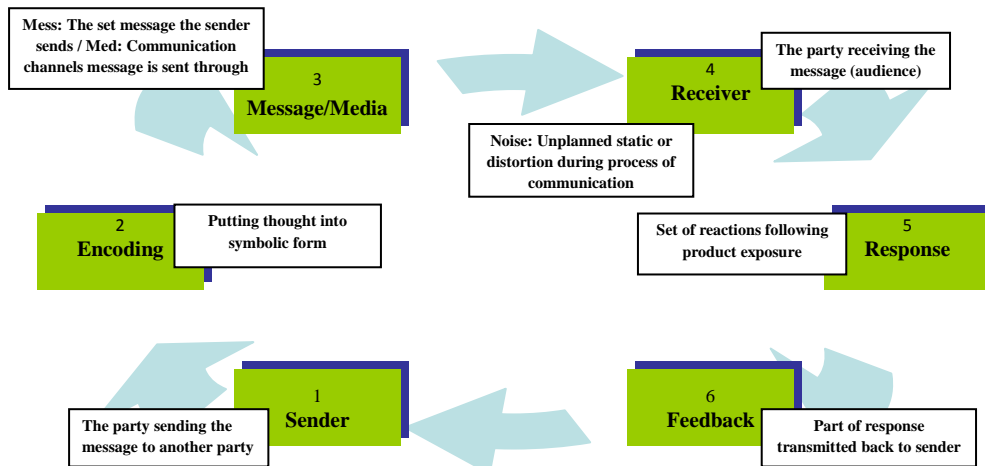


Illustration 3: A framework of communication

#### 1.4.11 Tools of Marketing Communication

Marketing communication tools are devices for promotion and advertising offers. Terence A. Shimp, the author of *Integrated Marketing Communication in Advertising and Promotion* (2009) determined eight communication methods that can be used in advertising and promotion. The first intermediary in communication in mass media included TV, radio and newspapers. The second tool involves direct response and interaction and is composed of direct mail, telephone solicitation and online advertising such as web sites, opt-in e-mail messages and text messaging. The third tool he mentioned is place advertising, which consists of billboards and bulletins, posters, transit ads and cinema ads. The fourth tools defined are store signage and point-of-purchase advertising consisting of external store signs, in-store shelf signs, shopping cart ads and in-store radio and TV. The fifth described tools are trade- and consumer-oriented promotions that include trade deals and buying allowances, display and advertising allowances, trade shows, cooperative advertising, samples,

coupons, premiums, refunds/rebates, contests/sweepstakes, promotional games, bonus packs and price-off deals. The sixth tool is event marketing and sponsorships like sponsorship of sporting events; sponsorship of arts, fairs and festivals; and sponsorship of causes. The last two tools are marketing-oriented public relations and publicity and personal selling. (Shimp, 2009, pp. 7-8)

Shimp explained that the aim of using marketing communication tools is activating positive feelings and favourable actions toward the services or products through the usage process. It is possible to accomplish this by selecting suitable communication messages to be created and transmitted by preferred media by the audience such as TV, radio, Internet, newspapers and magazines or social media sites like You Tube, Facebook and MySpace, or any of the marketing communication tools mentioned above (p.23). In addition, he stated that the successfulness of marketing communications can be measured through perceived results and behavioural responses as the awareness and noticed attitude in terms of the service features, comprehension of promoted and advertised message and intentions of buying decisions(p.26). Marketing communication tools are defined as devices used to affect consumer's attitudes, realizations and actions about a particular product or service by two types of tools: thematic communication and action communication (Newbold, 2002).

Thematic communication bases marketer efforts prior to the purchased process on the impact on the consumer's attitudes and knowledge. This is done by using assistant tools like advertising to provide some data related to the product in order to build initial satisfaction about a target product, and the aim of advertising is to make that positive sense translate to consumer action as he or she encounters the product (Newbold, 2002). Action communication occurs in a purchase place such as

a shop, in which the marketer strives to directly influence consumer behaviour by introducing attractive packaging and discounts and by motivating consumers to make purchases by establishing a buying point as in a shop, supermarket or e-shop (Newbold, 2002).

## Chapter 2

### LITERATURE

#### 2.1 Social media's contribution to customer satisfaction with services

A study named “Social media’s contribution to customer satisfaction with services” by Pinto (2015) determined some relations implied by researchers investigated in range of linkage between modern technologies such as social media and service promotion to achieve customer satisfaction. According to a researcher’s opinion in this study, to make the customer a partner in delivering the service product, suitable communication devices must be chosen. Another view determined that social media acts as a promotional tool with regard to the service presenters in communicating word of mouth and spreading information. In addition, it is implied that social media is a powerful channel to instruct and attract customers. Also, the researcher stated that business should be understood as social society strengthening the contact relationships between the customers and the service providers. This study concluded that there are links between customer satisfaction with a program used in medical care and using social media to promote that care as a result of a positive feeling among the study’s respondents toward the Internet (Pinto, 2015).

#### A personal Comment no.1

This study linked the customer satisfaction reason for the service product to the fact that a large proportion of the respondents have positive trends and access to Internet (along with frequent use), thus creating an opportunity for promotion. I think that is



not adequate evidence to demonstrate the relation type in impact of social media on the customer satisfaction, since there is no signal to how it works practically in promoting the service product via Internet to ensure the customer is satisfied.

## **2.2 The impact of need frequency on service marketing strategy**

With the goal of developing a promotional strategy for an infrequently purchased service in a study of the impact of need frequency on service marketing strategy, Bridges, Ensor and Raman (2003) identified that service products are bought frequently or infrequently. The authors explained that the infrequently purchased service takes place as an average of the repeat sales or the return customers are not worth the attention. The team involved in this study based some relations by relying on other researcher ideas to lead their study's purpose: they mentioned that rates of using the service affect the satisfaction level and also take into consideration the importance of measuring the consumer perceptions toward the service quality through some factors such as tangibles, communication, reliability, productivity and effectiveness. Also mentioned are how service attributes can lead the service's performance and quality with regards to the reason for their importance in directing customer requirements in terms of data and falling risk. The last researchers in this study indicated that incentives have the capability of playing a significant role in the purchase decision and the marketing mix programs as advertising, promotion, pricing and word of mouth have the capability of impacting the involved services purchase.

This study tried to contribute to the last studies by aiming to draw a policy that helps managers react to changed conditions to repair their promotional plans in the marketplace through depending on modern data extracted from feedback resulting from changes in customers' awareness and their purchase decisions.

Also, the authors suggested that word of mouth can affect customers' initial perceptions, particularly given a scenario in which every purchaser tells one potential buyer, and every potential buyer might make a decision for purchasing the service or not in the current interval based on that feedback.

The authors suggested some possible modifications as equations in the promotion plans under specific circumstances. One of these equations relates that when the sales rise, promotional expenses decrease. Moreover, they suggested that the promotional expenses have to rise if there are signals denoting an increase in their effectiveness or a rise in profits and sales. They also tried to make clearer that the previous equation regarding the promotional expenditure gives a sense of the products purchased infrequently. For example, expenses for promotion begin high and fall slowly. This is achieved as a consequence of increasing the service product awareness and efficiency of word of mouth task in decreasing the customer risk. At the end of their investigation, they indicated that the main objectives of promotional expenses should be constructing knowledge and decreasing risks among customers. Also, the reviewer of this study asked an important question about how the service provider can reach the customer during his or her time of need. In answering this question, a comment appeared that, in spite of the intensive efforts of the service providers who strive to advertise via the web or by other mass communication devices, the customers may not be exposed to the advertisements, and they may be interested in word of mouth. In addition, the study tried to highlight a point of the concentration importance in the promotional programs directed toward the professionals and specialists that may be a helpful factor in presenting consultation about the customers' needs in specific moments. Finally, the authors concluded that selecting

the suitable devices as intermediaries in terms of the promotional programs related to marketing communications can be beneficial to attract customers during their need moments, which can strengthen the mediator and increase word of mouth promotion (Bridges, 2003).

### **A personal comment no.2:**

This research is significant in its contents by which it gives keys to open the service domains relevant to choosing appropriate communication channels of the service promotion to reinforce the post-purchase actions of customers after understanding their changed needs regarding various communication services.

## **2.3 Media satisfaction**

A study of media satisfaction and its relation with mass communication and marketing that was authored by Patwardhan, Yang and Patwardhan (2011) identified that satisfaction is concerned with three main domains: marketing to achieve customer satisfaction, organizational communication satisfaction to attain the interpersonal communication satisfaction and social and applied psychology to reach job and life satisfaction.

Also, it defined the satisfaction derived from perspectives of consumer, marketer and management in which the consumer expresses their emotions in the process of satisfaction response as using some descriptors (happy, feel good, comfortable), while the marketers believe that satisfaction as an effective response to a specific concern (expectations, product consumptions experiences) and happens at a certain time subsequent to a choice, consumption and accumulated experience. In terms of managerial perspective, media satisfaction is significant for organizations since its

effects can assist in understanding consumer satisfaction and improving media's plans and programs directed at consumers in a step toward developing consumer strategies. Thus, the study showed the satisfaction scale, which provides valuable information regarding feelings or emotions of the target audience related to pleasure experience. This enables further understanding of media satisfaction through customer comments (very valuable, never disappointed, experience keeps improving, very useful, feel good subsequent to using it, feel happy after spending time, find experience enjoyable, using it gives me pleasure, it is part of my life, it is of great importance to me, waste of time, meets needs, spending time is a good decision, exceeds expectations, irritated subsequent to use, find rewarding, better than other media, do not get anything from it, very satisfying experience, expected more from it, keeps me interested, using it give me pleasure, medium of choice, really relate to medium, never regret using it, often disappointed with it, sense of fulfilment, offers wonderful experience, love choices offered, tend to use when I have time). In addition, this study discussed a theory of consumer satisfaction research which is called "confirmation\disconfirmation paradigm" that is based on a simple comparison of the consumer predicted expectations of the product or service and what the product or service actually presents for the customer. As a result, if the product or service performance meets or exceeds the consumer expectations, he or she will be pleased, but if the consumer expectations are in excess of the product or service performance, he or she will be dissatisfied.

This comparison indicates that the consumer determines pre-consumption features as standards of the products or service, then he or she tries to monitor the performance and whether it meets pre-consumed standards. This helps in confirming or

repudiating perceptions and thereby assists in summarizing satisfaction judgment. Additionally, the authors mentioned the importance of satisfaction in mass communication in helping to facilitate comprehension of offerings and sharing the positive experiences with the media audience about the product or service. The authors referred to the satisfaction response as having the capability of arising as a consequence of audience evaluation for media connections. An observation was made that TV watching has the capability of affecting perceptions and feelings of the audience due to exposure levels higher than other media devices, and the Internet has a more direct impact on the users' satisfaction when dealing with online activities that aim to get personal and social needs and that denote that satisfaction is a public feeling of fulfilment as a consequence of repeat viewing. This fulfilment might be with the pleasure or displeasure subsequent to media consumption (Padmini, 2011).

### **A personal comment no.3:**

This study is useful especially in focusing on understanding media satisfaction by providing a scale of consumer's feeling\emotions toward effects of media and sharing their motivated experiences. So I applied some of these measures in my study.

## **2.4 Consumer satisfaction with government services**

A study of dimensions of consumer satisfaction with government services was done by Roth and Bozinoff (1989) and applied to the Canadian society. The research showed a difference between the service and product satisfaction in public services and private services. Consumer goodwill with services are varied about products, in which services are intangible (not inventoried), with no customization in different degrees, and produced and consumed simultaneously. A variance between the public

service and the private ones regards no direct payment. The study referred to some propositions mentioned by subsequent researchers in which some of them view that frequent complaints in monopolized markets are in excess of the competitive marketplace according to the economy theory. Others believe that, when there are small number of suppliers in the public services, the level of displeasure increases, and, when heterogeneous consumers' needs are available, there is a possibility for a low level of pleasure with governmental services. Others believe the low proportion of complaints might mean either the consumers are satisfied, or they feel that there are no benefits or positive results associated with complaining about governmental services due to the fact that there are few alternative choices to compete with them (Bozinoff, 1989).

The authors identified that there is still argument regarding the best suitable scales in measuring the satisfaction for public services. Also, it is debated that the satisfaction measurement is relevant to private commodities and services commonly due to the lack of direct payment, so the satisfaction judgment may be meaningless. Furthermore, they showed two dimensions to evaluate the public services by the perceived needs (heterogeneity or homogeneity) and regularity or directness of the consumer experience. The homogeneous needs are a limited variety of service patterns, whereas the existing heterogeneous consumers make institutions to provide a various set of services supplied by the government to satisfy consumers' aspirations. The second dimension is the experience, which is composed of frequency and directness, and whether there is high or low experience, which signals a positive or negative belief whether the presented service is with regular or frequent delivery with daily or weekly usage (Bozinoff, 1989). The research found that there

are short- and long-term problems confronting the government in providing its services. In the short-term, the low quality in the public services, if experienced frequently, can create displeasure and grievance, thus placing pressure on governmental organizations. In the long-term, if the services go down badly in their level before consumers complain, it is necessary to take the corrective action to modify the deterioration. The author found subsequent to testing the hypothesis that there is no huge displeasure with the government services (Bozinoff, 1989).

**A personal comment no. 4:**

The final result concluded by this study induced me to test whether there is the same result in measuring the extent of consumers' satisfaction toward the public services in the Omani society instead of the Canadian community.

**2.5 Media studies**

Reviewing the media studies indicated a linked relation between mass media and marketing for communication, and a type of this relation is summarized in the next points.

Integrated communications of marketing for conveying messages and receiving responses are composed of four types of media: one to one media (interactive TV, the telephone, fax, direct mail and telemarketing; in-store media (merchandising, point-of-sale (POS) displays, packs, coupons and in-store radio); mass media (TV, radio, press, magazine, outdoor, advertising and transport); and targeted media (Yellow Pages, catalogues, cable TV, sponsorship, events, publicity, sampling, home shopping TV, retail staff and trade shows) (Williams, 1994).

And investigating social, psychological and physical influences of media devices on audiences requires discovering how much time is spent using each (e.g. while reading a newspaper, hearing radio, watching TV), ability to influence opinions, expectation of users (what they want to hear, see or read) and the usefulness of integrating more than one medium to convey the message while realizing these effects can give “gut feelings or intuition for decision makers”. In addition, the owners of services or product producers need to strive to use mass media to market the image of products and services to a particular audience. The positive effects derived from used media lead consumers to purchase the product or service. Also, mass media can assist in offering information about the effects of the product or service in changing values and tastes of people and improvement trends in their lifestyle (Dominick, 2003)

What is more, the mass media process works as a system to serve the service or product market in order to create the consumers’ power to purchase or not (Davis, 2003).

Furthermore, mass media has the capability of operating as a responsive tool for achieving the consumers’ interests while meeting their noticed preferences. The organizations that desire to enter the market and examine consumer response need to guarantee they are employing the appropriate media devices in order to hear the free expressions of their audience (Whitney, 1994).



## Chapter 3

### RESEARCH METHODOLOGY

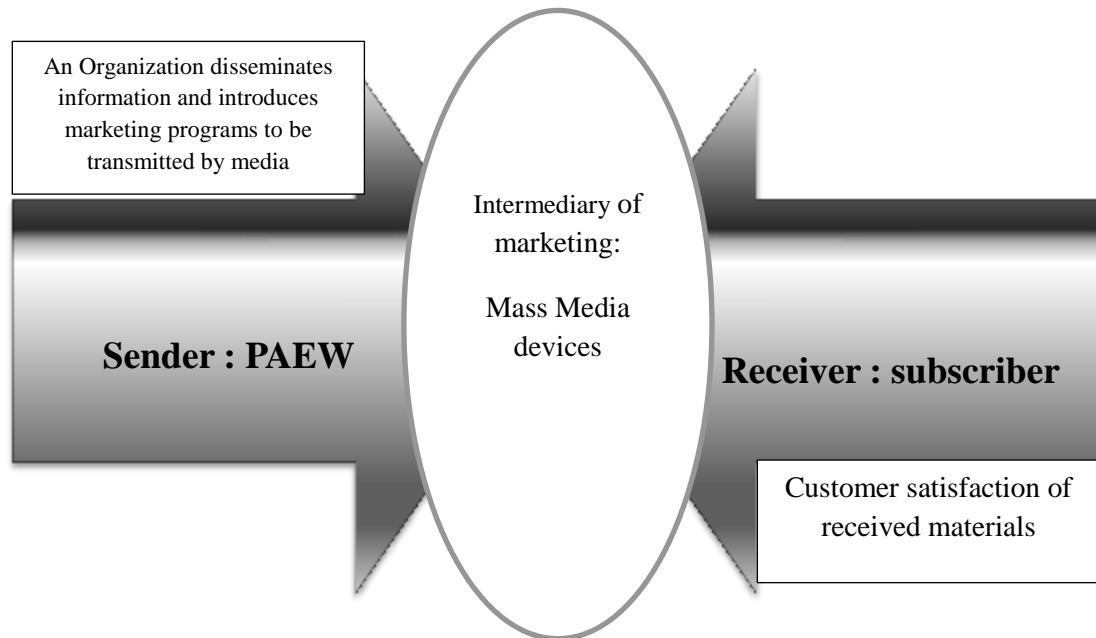
This section outlines the objectives of this study and the processes of collecting and analysing data. Also, Research questions, hypothesis and conceptual model are proposed in this section with the plan of data collection and data analysis.

#### 3.1 Purposes of questionnaire preparation

The questionnaire is aimed to realize post-purchase actions based on the experience dimension as a condition to explore the aims and incentives of subscribing in the water service usage, the satisfaction degree of the service, whether the households are still buying bottled water for drinking and whether there are factors affecting the customers' decisions in using the water service or purchasing bottled water as a substitute.

In addition, it is conducted for testing propositions of the reviewed studies, measuring media satisfaction to understand consumer satisfaction feedback relevant to their emotions/feelings/beliefs toward the PAEW performance in conveying marketing messages through the mass media, measuring the extent of customer satisfaction toward the performance of the institution and its employees in presenting the governmental service and illustrating a potential interactive relation between the customers and the service provider through mass media and trying to discover its nature by creating a conceptual model and assuming a hypothesis to be tested by QI-

square from cross-tabulation and two hypotheses to be examined by spearman correlation coefficient.



*Illustration 4: A conceptual model of the study*

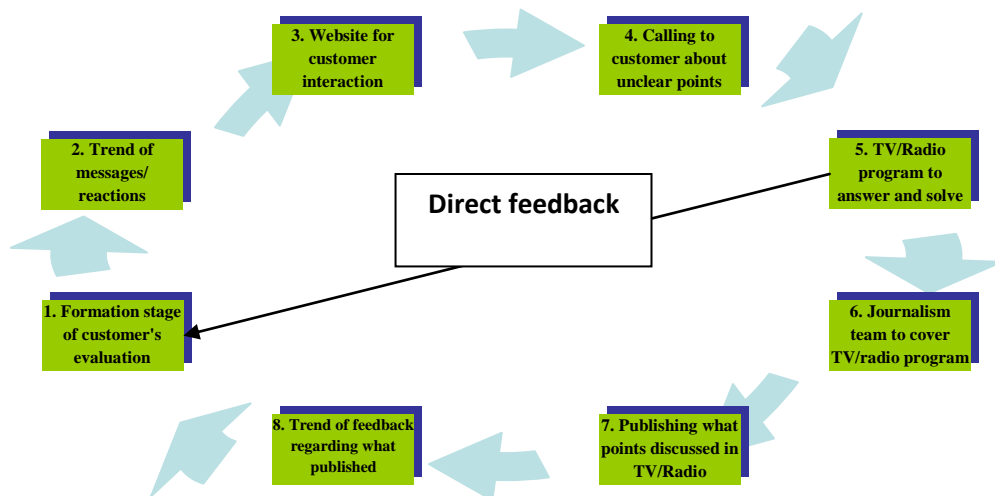
### 3.2 Hypothesis development

In order to reach the aims of this study, hypotheses were developed. The first hypothesis is aimed to find out if customers' satisfaction degrees of service provider significantly differ in how they express their satisfaction feelings/descriptors toward the service's media. This was tested between the customers' satisfaction degrees (strongly agree, agree, neutral, disagree, strongly disagree) of PAEW and customers' satisfaction feelings (waste of time, a good decision, a part of my life, exceeding expectations, not useful) of following marketing programs through mass media by using the Chi-square test which was obtained from the cross tabulation table. The second hypothesis is aimed to find out whether the efficiency of PAEW's media is correlated to success of PAEW's communication marketing messages. And this was tested by using the Pearson's correlation. The third hypothesis is targeted to examine whether the success of PAEW's marketing communication messages is correlated to

the customer pleasure of PAEW's efforts in activating media intermediaries via using the Pearson's correlation. Furthermore, in this study, there was an attempt to develop a mechanism to ensure the integration of mass media carriers, including TV, radio and newspaper, with interactive media as Internet in a circle course starting from customer evaluations through media and ending with customer feedback from media.

The purpose of this is to achieve an efficient management of unorganized word of mouth in social media sites or any other media intermediaries through the next supposed conceptual model.

*Illustration 5: The work mechanism of the supposed conceptual model*



### 3.3 Sampling, Data collection and Analytical Tools

The plan of making decisions was in terms of data sources, research approach to collect data, research methods and instruments, sampling plan and the determination of methods of data analysis and how to present the findings.

### **3.3.1 Data sources**

The study's data sources are based on internal (CRM) and external (newspapers) secondary data, a review of academic literature and primary data to gather fresh data with regard to the research purpose by using a survey.

### **3.3.2 Research approach to collect data**

The research approach involved designing a descriptive research by a method of using a survey to quantify the knowledge, beliefs, preferences, evaluation and satisfaction of the subscribed customers in water service. This necessitated the composition of a structured questionnaire to elicit specific information of the certain sample about the company image and its service, service usage about consumption patterns and media evaluation employed by PAEW as marketing communication tool.

### **3.3.3 Research instruments and methods**

Research was done by using in-person surveys to ensure qualified respondents and obtain a good response rate and a written questionnaire with close-ended questions, as it is simple to administer code to analyse and interpret data, which results in reliable data with reduced variability.

### **3.3.4 Sampling plan**

Cluster sampling is defined as developing the population into several clusters according to destinations as counties, sales territories and households, then taking a simple random sample of clusters (one or more or all clusters) and after that studying all participants in each selected clusters or selecting a simple random sample of respondents from each cluster, depending on time and budget considerations.

The sampling plan is detailed in a sampling unit about customers of residential connections, targeting 400 households as a sampling size and sampling procedures represented in surveying random households subscribed in the water service by written questionnaires in states of Shinas, Liwa, Saham, Khabourah and Suwayq.

### 3.3.5 Data analysis

The SPSS program was used to analyse the data collected from the quantitative research and to infer statistics as modes and percentages to be extracted of frequency tables.

### 3.4 Customers distribution in the Sultanate's Governorates

The next table clarifies a sum of subscribed customers in the residential water connection service from January to September, 2015.

Table 1: The number of the subscribed customers' distributions


	<b>Governorate</b>	<b>Number Customers</b>
1	Muscat	188,199
2	South of Batinah	26,176
3	North of Batinah	30,288
4	Ad-Dakhliyah	27,783
5	Adh-Dhahirah	14,668
6	North of Sharqyah	1,765
7	South of Sharqyah	33,417
8	Musandam	7,117
9	Al-Wusta	1,338
10	Al-Buraimi	16,727
	Total	347,478

## Chapter 4

### DATA COLLECTION AND RESPONSE RATE

Cluster sampling has been used where the population was divided into clusters according to the cities. Five cities (wilayats) were chosen to be surveyed in the Northern Batinah Governorate and the respondents were taken from each cluster based on the population of each cluster ( city/wilayat).

Table 2 : Details of Batinah North's map, population, area and customers

Oman's map / Batinah North Governorate's border	Muhafazat / Governorate	Area in sq.km.	Population 30-06-2013 estimate	Customers of residential water service Jan - Sep 2015
	Al Batinah North	12,500	638,574  The population proportion in Batinah North constitute 16.5 % of the total population (3,855,206) in Oman	30,288  The PAEW's customers proportion in Batinah North's states (exception Sohar) constitutes 8.7% of the totality of customers (347,478) <ul style="list-style-type: none"> <li>Sohar state is under supervision of the royal institution.</li> </ul>
<a href="https://www.facebook.com/pages/Al-Batinah-North-Governorate/106149389478765">https://www.facebook.com/pages/Al-Batinah-North-Governorate/106149389478765</a>	<a href="http://www.geohive.com/cntry/oman.aspx">http://www.geohive.com/cntry/oman.aspx</a>			PAEW's CRM

In this study, the respondents were asked by using a customer satisfaction survey to evaluate the range to which the PAEW's media is efficient in conducting messages of marketing communication to satisfy its customers about the presented service and

437 households subscribed to water service were surveyed. To ensure valuable participation, the questionnaires were distributed on educated people through reaching them in their workplaces or houses selected randomly from 27 diversified locations around the Batinah North Governorate. My aim in choosing the workplaces was to provide a high chance to ascertain the location of participators from diverse villages in each city (wilayat). In the course of this step, managers or their assistants were met to explain the project aims and to get their permission to reach the academic and administrative staff, and each manager delegated a coordinator to cooperate with me in distributing and collecting the questionnaires from the participants. Each participant was advised to take the questionnaire to his home to write the account number of subscription to emphasize the participation of real customers in governmental water service and so that the participants could collaborate with family members in answering the evaluative questions for marketing, media performance and water quality. In addition, a competition was created to motivate the participation percentage by purchasing 150 novels to be gifts for 150 winners of the total sample to get a reasonable percentage of the effective participation.

Table 3 : Statistics of response rate

State	Participated institution/ location	Distributed Sample sum	Completed total response	Returned with account.no	Returned without account.no
Shinas	Al –Nukhbah school	40	29	23	6
	Sur alabri village	11	7	7	0
	Firfara village	11	9	3	6
Suwayq	The Arabian institute for financial and administrative studies	10	4	3	1
	Al-Balaga school	20	10	9	1
	Alahnaf bin Qais school	40	33	29	4
	Institute of Islamic Science	5	1	1	0
	Oman Arab Bank	10	4	4	0
	Al-Wafaa school	30	17	15	2
	The Omani Society for Women	3	3	3	0
Saham	The Oasis school	30	11	6	5
	A'ssarh school	25	21	21	0
	The social development department	12	8	6	2
	Private Children world school	15	5	4	1
	Bank Dhofar	10	2	2	0
Khaburah	Bin Sina school	35	10	10	0
	The Khabourah children School	12	9	9	0
	Mohammed Al-Kindi School	30	25	21	4
Liwa	Al-Zahia village	8	5	5	0
	Rehab school	10	9	6	3
	Asma school	20	10	8	2
	Khalid bin Al-Waleed School	10	4	4	0
	A'Rabea bin Habeeb	10	5	5	0
	Al-Batinah school	10	6	6	0
	Mashareq Al-Anwar school	5	4	4	0
	Jawaher Al-Elm school	10	7	7	0
	Al-Muamenah School	5	1	1	0
Total		437	259	222	37

From the table (3) above, we can notice statistics of response rate in which there are four hundred and thirty seven surveys were distributed and just 259 surveys can be considered legitimate. 278 out of 437 questionnaires were returned, but 19 surveys were excluded due to the fact that they were invalid with more missing items on the questionnaires or did not correspond with the study society and 159 surveys were unreturned due to loss of or frequent forgetfulness of bringing the questionnaire as



an answer replied by the participants. The correct response rate of this research for 259 out of targeted sampling size (400) was 64.75%. During the course of the data collection stage, some pitfalls related to no-response that was represented in a high percentage of unreturned surveys by which some people refused to participate due to the request to write their account number, and many people agreed to participate, but they were frequently reluctant to write their account numbers.

## Chapter 5

### DATA ANALYSIS AND FINDINGS

As discussed in chapter four, 259 valid questionnaires were returned. Frequency distribution tables were used in interpreting the data collected for the variables. In addition, I used a Likert scale for finding satisfaction levels, qi-square from crosstabs and spearman correlation coefficient to detect probable relations among variables, which has a strong reliability equal to 0.785.

Table 4 : Reliability statistics

Cronbach's Alpha		N of Items	
.785		31	
Case Processing Summary			
		N	%
Cases	Valid	130	50.2
	Excluded	129	49.8
	Total	259	100.0
a. List wise deletion based on all variables in the procedure.			

#### 5.1. Descriptive findings

Table (5) shows the distribution of the participated samples experience. Large percentage of respondents (46.5%) of the sample has an experience between one to five years, followed by 45% from the experience group with more than 5 years. Only 8.5 % of them had less than one-year experience.

In total, 27.4 % of participant households were from Suwayq wilayat (city), and nearly equal percentages of households were surveyed from other wilayats such as liwa (18.1%), Shinas (18.5%), Saham (18.9%) and Khabourah (17%). Tables 6 and 7 highlight the sample distribution from the standpoint of wilayats and data collection locations.

**Table 5: Respondents' subscription experience years**

		Frequency	Percent	Valid Percent
	LESS THAN 1 YEAR	22	8.5	8.5
<b>Valid</b>	BETWEEN 1-5 YEARS	120	46.3	46.5
	MORE THAN 5 YEARS	116	44.8	45.0
	Total	258	99.6	100.0
<b>Missing</b>	System	1	.4	
	<b>Total</b>	259	100.0	

**Table 6 : Frequency of returned questionnaires according to wilayats**

	Frequency	Percent	Valid Percent
LIWA	47	18.1	18.1
SHINAS	48	18.5	18.5
SAHAM	49	18.9	18.9
KHABOURAH	44	17.0	17.0
SUWAYQ	71	27.4	27.4
Total	259	100.0	100.0

Table 7 : Respondents' data collection sites

Sites	Frequency	Valid Percent	Cumulative Percent
A'NUKHBA SCHOOL	29	11.2	11.2
SUR AL-ABRI	7	2.7	13.9
FIRFARA	9	3.5	17.4
ARABIAN INSTITUTE FOR FINANCIAL AND ADMINISTRATIVE STUDIES	4	1.5	18.9
AL-BALAGA SCHOOL	10	3.9	22.8
AL-AHNAF SCHOOL	33	12.7	35.5
INSTITUTE OF ISLAMIC SCIENCE	1	.4	35.9
OMAN ARAB BANK	4	1.5	37.5
AL-WAFA SCHOOL	17	6.6	44.0
THE OMANI SOCIETY FOR WOMEN	3	1.2	45.2
THE OASIS SCHOOL	11	4.2	49.4
A'SSARH SCHOOL	21	8.1	57.5
THE SOCIAL DEVELOPMENT DEPARTMENT	8	3.1	60.6
PRIVATE CHILDREN WORLD SCHOOL	5	1.9	62.5
BANK DOFAR	2	.8	63.3
BIN SINA SCHOOL	10	3.9	67.2
THE KHABOURAH CHILDREN SCHOOL	9	3.5	70.7
MOHAMMED AL-KINDI SCHOOL	25	9.7	80.3
A'ZAHIA VILLAGE	5	1.9	82.2
REHAB SCHOOL	9	3.5	85.7
ASMA SCHOOL	10	3.9	89.6
KHALID BIN AL-WALEED SCHOOL	4	1.5	91.1
A'RABEA BIN HABEEB	5	1.9	93.1
AL-BATINAH SCHOOL	6	2.3	95.4
MASHAREQ AL-ANWAR SCHOOL	4	1.5	96.9
JAWAHER AL-ELM SCHOOL	7	2.7	99.6
AL-MOAMENAH SCHOOL	1	.4	100.0
Total	259	100.0	

The surveyed customers were asked two questions regarding the main first aim and incentive of subscribing to the governmental water service. The majority (74.1%) of respondent households indicated that their main aim is to ensure continuous water flow, and 30.1% of them named cooking as the first incentive. Other aims and incentives are shown in tables 8 and 9.

Table 8: Respondents' aims of the subscription

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HIGH QUALITY	33	12.7	12.7	12.7
	LOW PRICE	6	2.3	2.3	15.1
	INSURING CONTINUOUS WATER FLOW TO HOUSE	192	74.1	74.1	89.2
	OTHER	28	10.8	10.8	100.0
	Total	259	100.0	100.0	

Table 9: Respondents' incentives of water service usage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DRINKING	62	23.9	24.0	24.0
	COOKING	78	30.1	30.2	54.3
	WASHING	64	24.7	24.8	79.1
	IRRIGATING PLANTS	7	2.7	2.7	81.8
	ALL USAGES	38	14.7	14.7	96.5
	OTHER	9	3.5	3.5	100.0
	Total	258	99.6	100.0	
Missing	System	1	.4		
Total		259	100.0		

The existing customers in the sample were asked to answer whether they are buying bottled water for drinking despite their subscriptions to the water service. The survey denoted that 78.3 % of subscribers are purchasing bottled water for drinking, and 68.5% of the overall sample prefers using bottled water as a first choice for

drinking. These results and the cost of filling water purchases monthly can be seen from tables 10, 11 and 12.

Table 10: Respondents' tendency for filling water purchase

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	202	78.0	78.3	78.3
	NO	56	21.6	21.7	100.0
	Total	258	99.6	100.0	
Missing	System	1	.4		
Total		259	100.0		

Table 11: Respondents' costs in purchasing the bottled water

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN 5 OMR	2	.8	1.1	1.1
	BETWEEN 5-10 OMR	43	16.6	22.9	23.9
	BETWEEN 11-15 OMR	21	8.1	11.2	35.1
	BETWEEN 16-20 OMR	44	17.0	23.4	58.5
	BETWEEN 21-25 OMR	6	2.3	3.2	61.7
	BETWEEN 26-30 OMR	27	10.4	14.4	76.1
	BETWEEN 31-35 OMR	7	2.7	3.7	79.8
	BETWEEN 36-40 OMR	10	3.9	5.3	85.1
	MORE THAN 40 OMR	28	10.8	14.9	100.0
	Total	188	72.6	100.0	
Missing	System	71	27.4		
Total		259	100.0		

Table 12: Respondents' preferences for drinking

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	GOVERNMENTAL WATER CONSUMPTION	70	27.0	29.4	29.4
	FILLING WATER PURCHASE	163	62.9	68.5	97.9
	TOGETHER	5	1.9	2.1	100.0
	Total	238	91.9	100.0	
Missing	System	21	8.1		
Total		259	100.0		

In addition, participants were asked what factors impacted their decisions for using (or not using) the governmental water for drinking. As shown in table 13, 23.6% of

respondents answered that their decisions are influenced by marketing messages (SMS, advertising, salesman, mass media), whereas the high percentage at 76.4% of impacts were distributed among parents', sons' and friends' opinions. Given this data, it can be interpreted that there is a weakness in marketing performance.

Table 13: Impacted factors on respondents' decision making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PARENTS	68	26.3	26.8	26.8
	SONS	56	21.6	22.0	48.8
	MARKETING MESSAGES	60	23.2	23.6	72.4
	FREIND OPINIONS	70	27.0	27.6	100.0
	Total	254	98.1	100.0	
Missing	System	5	1.9		
Total		259	100.0		

## 5.2. Customer satisfaction of the service and Media impact

The study was also conducted in order to test the extent of corresponding results reviewed, previous studies related to customer satisfaction with the governmental service and media impact on perspectives toward water service with the study sample in the Omani society.

The Canadian study of customers of some governmental services found that “there is no huge displeasure with government service.” According to the survey respondents, 51.5% of them expressed a positive response, while 32.9% expressed negative feelings. On the basis of the neutral response estimated at 15.5%, it can be said that the results indicate that consumers are not highly satisfied, and it can be interpreted that there is a relative correspondence with the Canadian study.

Table 14: Respondents' satisfaction degree of the government service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	45	17.4	17.4	17.4
	AGREE	88	34.0	34.1	51.6
	NEUTRAL	40	15.4	15.5	67.1
	DISAGREE	45	17.4	17.4	84.5
	STRONEGLY DISAGRE	40	15.4	15.5	100.0
	Total	258	99.6	100.0	
Missing	System	1	.4		
Total		259	100.0		

Reviewed media studies showed that mass media is able to change the perspectives of people, and the TV is the more effective device when it comes to perceptions of audiences as compared to other mass media modes. Omani people as customers of the water service, and their answers corresponded with these aforementioned studies: 77.5% of respondents believe mass media are able to affect them, and 57.5% of them viewed that TV is the main influential device, followed by Internet (25.1%) as the second most effective mode. Other details pertaining to media impact are shown in tables 15 and 16.

Table 15: Impact degree of mass media on respondents' perspectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	200	77.2	77.5	77.5
	NO	58	22.4	22.5	100.0
	Total	258	99.6	100.0	
Missing	System	1	.4		
Total		259	100.0		



Table 16: Types of mass media devices preferred by the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TV	126	48.6	57.5	57.5
	RADIO	11	4.2	5.0	62.6
	NEWSPAPER	12	4.6	5.5	68.0
	INTERNET	55	21.2	25.1	93.2
	WHATSUP	8	3.1	3.7	96.8
	OTHER	7	2.7	3.2	100.0
	Total	219	84.6	100.0	
Missing	System	40	15.4		
Total		259	100.0		

Another reviewed study indicated that the customers may be interested in word of mouth despite intensive efforts on the part of the service provider regarding presentation marketing and media programs. The survey revealed that 16.8% of the respondents never offer positive opinions in regard to the water service via social media, while just 18.8% of them comment positively all of the time. Other feelings with regards to word of mouth are available in table 17.

Table 17: Respondents' word of mouth via social media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ALL OF THE TIME	49	18.9	19.1	19.1
	MOST OF THE TIME	68	26.3	26.6	45.7
	SOME OF THE TIME	67	25.9	26.2	71.9
	RARELY	29	11.2	11.3	83.2
	NEVER	43	16.6	16.8	100.0
	Total	256	98.8	100.0	
Missing	System	3	1.2		
Total		259	100.0		

### 5.3. Customer satisfaction of marketing messages

The study was also conducted to measure customers' evaluations according to their feelings and beliefs to understand their satisfaction with PAEW's performance in presenting the service and in employing media devices for marketing. The following results explain the satisfaction levels. The customers were asked to evaluate their general satisfaction of water service in terms of quality, cost and service. The survey indicated that 50.9% of households are satisfied, and the other responses fell between dissatisfied and neutral, as indicated in table (18).

Table 18: Respondents' satisfaction of quality, service and cost

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	43	16.6	16.7	16.7
	AGREE	88	34.0	34.2	51.0
	NEUTRAL	50	19.3	19.5	70.4
	DISAGREE	48	18.5	18.7	89.1
	STRONGLY DISAGREE	28	10.8	10.9	100.0
	Total	257	99.2	100.0	
Missing	System	2	.8		
Total		259	100.0		

34% of respondents felt that PAEW's marketing messages conveyed through media are not efficient and do not correspond with the interpretation of customer service employees, while 35.1% of them felt they are efficient. 30.9% of respondents gave neutral responses.

Table 19: Efficiency degree of PAEW's marketing messages in media to correspond with interpretation of customer service employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	18	6.9	6.9	6.9
	AGREE	73	28.2	28.2	35.1
	NEUTRAL	80	30.9	30.9	66.0
	DISAGREE	57	22.0	22.0	88.0
	STRONGLY DISAGREE	31	12.0	12.0	100.0
	Total	259	100.0	100.0	

37.6% of surveyed households believe that the PAEW's marketing messages published, seen and heard in media are not successful in persuading them to use the desalination water for drinking, while 36.8% of them feel they are successful. 25.6% of respondents gave neutral answers.

Table 20: Success degree of PAEW's marketing message in persuading in persuading customers to use the desalination water for drinking

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	17	6.6	6.6	6.6
	AGREE	78	30.1	30.2	36.8
	NEUTRAL	66	25.5	25.6	62.4
	DISAGREE	65	25.1	25.2	87.6
	STRONGLY DISAGREE	32	12.4	12.4	100.0
	Total	258	99.6	100.0	
Missing	System	1	.4		
Total		259	100.0		

Table 21: Success degree of PAEW's communication marketing in educating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	37	14.3	14.6	14.6
	AGREE	83	32.0	32.8	47.4
	NEUTRAL	66	25.5	26.1	73.5
	DISAGREE	49	18.9	19.4	92.9
	STRONGLY DISAGREE	18	6.9	7.1	100.0
	Total	253	97.7	100.0	
Missing	System	6	2.3		
Total		259	100.0		

The survey found that 47.4% of subscribers agreed regarding successfulness of PAEW's marketing messages communicated by mass media in educating them in relation to the service attributes and benefits, compared to disagreeing opinions of 26.5% and neutral responses of 26.1%. For supporting effectiveness of marketing efforts through media, 62.3% of respondents encouraged PAEW's entry into the bottled drinking water industry as promotion and competition for the bottled drinking water companies to increase their trust in using desalinated water for drinking.

Table 22: Respondents' agreement with PAEW's entry in bottled water industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	59	22.8	23.1	23.1
	AGREE	100	38.6	39.2	62.4
	NEUTRAL	45	17.4	17.6	80.0
	DISAGREE	30	11.6	11.8	91.8
	STRONGLY DISAGREE	21	8.1	8.2	100.0
	Total	255	98.5	100.0	
Missing	System	4	1.5		
Total		259	100.0		

The study found out that there are generally 57% of participants satisfied in the context of the service provider, less than 50% of households are satisfied with customer service employees and less than 40% believe that the service provider's (PAEW) policy is based on customer satisfaction and not on sales size. 57.2% of respondents believe that PAEW's interest in taking and performing the customers' proposals offered by media devices, satisfaction surveys and suggestions box is less than expected. In contrast, nearly 40% of households are satisfied with PAEW's media transparency compared to 36.3% unsatisfied. 23.6% of responses were neutral.

Table 23: Respondents' satisfaction with PAEW's customer service employees' high interest in solving the customers' complaints with the responsible advisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	27	10.4	10.5	10.5
	AGREE	80	30.9	31.2	41.8
	NEUTRAL	71	27.4	27.7	69.5
	DISAGREE	45	17.4	17.6	87.1
	STRONGLY DISAGREE	33	12.7	12.9	100.0
	Total	256	98.8	100.0	
Missing	System	3	1.2		
Total		259	100.0		

Table 24: Customer service employees' high consideration in creating positive feeling for customers that their complaints will be solved by the specialist

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	31	12.0	12.2	12.2
	AGREE	87	33.6	34.3	46.5
	NEUTRAL	68	26.3	26.8	73.2
	DISAGREE	41	15.8	16.1	89.4
	STRONGLY DISAGREE	27	10.4	10.6	100.0
	Total	254	98.1	100.0	
Missing	System	5	1.9		
Total		259	100.0		

Table 25: Respondents' evaluation for PAEW's policy on customer satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	24	9.3	9.4	9.4
	AGREE	59	22.8	23.1	32.5
	NEUTRAL	74	28.6	29.0	61.6
	DISAGREE	56	21.6	22.0	83.5
	STRONGLY DISAGREE	42	16.2	16.5	100.0
	Total	255	98.5	100.0	
Missing	System	4	1.5		
Total		259	100.0		

Table 26: Respondent's evaluation for PAEW's role in considering their suggestion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN EXPECTED	147	56.8	57.2	57.2
	AS EXPECTED	64	24.7	24.9	82.1
	MORE THAN EXPECTED	20	7.7	7.8	89.9
	CONSISTENTLY MORE	26	10.0	10.1	100.0
	Total	257	99.2	100.0	
Missing	System	2	.8		
Total		259	100.0		

Table 27: Customer's satisfaction of PAEW's media in publishing transparent information of water service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	31	12.0	12.0	12.0
	AGREE	73	28.2	28.2	40.2
	NEUTRAL	61	23.6	23.6	63.7
	DISAGREE	61	23.6	23.6	87.3
	STRONGLY DISAGREE	33	12.7	12.7	100.0
	Total	259	100.0	100.0	

## 5.4. Relations

### 5.4.1 Chi-square Test from Cross-tabulation

The study revealed that there is a statistical association /effect between the satisfaction degrees of the service provider and satisfaction feelings of spending time in tracking the published news and the marketing programs implemented through mass media. This relation was measured by using chi-square from crosstabs to test a null and alternative hypothesis extracted from respondents' answers.

- **Ho:** Customers' satisfaction degrees of PAEW have no effect on customers' satisfaction feelings of spending time in following PAEW's officers' speeches or performed marketing programs through mass media.
- **Ha:** Customers' satisfaction degrees of PAEW have an effect on customers' satisfaction feelings of spending time in following PAEW's officers' speeches or performed marketing programs through mass media.

Table 28: Respondents' feelings of spending time in following PAEW's news as officers' speeches or performed marketing programs toward customers' aspirations regarding the water service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WASTE OF TIME	32	12.4	12.5	12.5
	A GOOD DECISION	118	45.6	46.1	58.6
	A PART OF MY LIFE	60	23.2	23.4	82.0
	EXCEEDING EXPECTATIONS	25	9.7	9.8	91.8
	NOT USEFUL	21	8.1	8.2	100.0
	Total	256	98.8	100.0	
Missing	System	3	1.2		
Total		259	100.0		

Table 29: Respondents' satisfaction of PAEW's attempts in presenting the service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	35	13.5	13.6	13.6
	AGREE	112	43.2	43.4	57.0
	NEUTRAL	51	19.7	19.8	76.7
	DISAGREE	40	15.4	15.5	92.2
	STRONGLY DISAGREE	20	7.7	7.8	100.0
	Total	258	99.6	100.0	
Missing	System	1	.4		
Total		259	100.0		

Table 30: Cross tabulation ( Customer 's Satisfaction of PAEW's Attempts in Presenting the Water SERVICE\* Customer's Feelings of spending Time in Following PAEW's Officers Speeches or Performed Marketing Programs Toward Customers Aspirations Regarding the Water Service Cross tabulation)

			Customer's Feelings of spending Time in Following PAEW's Officers Speeches or Performed Marketing Programs Toward Customers Aspirations Regarding the Water Service					Total
			WASTE OF TIME	A GOOD DECISION	A PART OF MY LIFE	EXCEEDING EXPECTATIONS	NOT USEFUL	
Customer 's Satisfaction of PAEW's Attempts in Presenting the Water service	STRONGLY	Count	2	15	9	8	1	35
		Expected Count	4.4	16.2	8.2	3.3	2.9	35.0
		% within Customer 's Satisfaction	5.7%	42.9%	25.7%	22.9%	2.9%	100.0%
		% within Customer 's Feelings of spending Time	6.2%	12.7%	15.0%	33.3%	4.8%	13.7%
		% of Total	.8%	5.9%	3.5%	3.1%	.4%	13.7%
	AGREE	Count	15	62	21	8	6	112
		Expected Count	14.1	51.8	26.4	10.5	9.2	112.0
		% within Customer 's Satisfaction	13.4%	55.4%	18.8%	7.1%	5.4%	100.0%
		% within Customer 's Feelings of spending Time	46.9%	52.5%	35.0%	33.3%	28.6%	43.9%
		% of Total	5.9%	24.3%	8.2%	3.1%	2.4%	43.9%
	NEUTRAL	Count	9	19	11	5	5	49
		Expected Count	6.1	22.7	11.5	4.6	4.0	49.0
		% within Customer 's Satisfaction	18.4%	38.8%	22.4%	10.2%	10.2%	100.0%



		% within Customer's Feelings of spending Time	28.1%	16.1%	18.3%	20.8%	23.8%	19.2%
		% of Total	3.5%	7.5%	4.3%	2.0%	2.0%	19.2%
	DISAGREE	Count	4	13	14	3	6	40
		Expected Count	5.0	18.5	9.4	3.8	3.3	40.0
		% within Customer's Satisfaction	10.0%	32.5%	35.0%	7.5%	15.0%	100.0%
		% within Customer's Feelings of spending Time	12.5%	11.0%	23.3%	12.5%	28.6%	15.7%
		% of Total	1.6%	5.1%	5.5%	1.2%	2.4%	15.7%
	STRONGLY DISAGREE	Count	2	9	5	0	3	19
		Expected Count	2.4	8.8	4.5	1.8	1.6	19.0
		% within Customer's Satisfaction	10.5%	47.4%	26.3%	.0%	15.8%	100.0%
		% within Customer's Feelings of spending Time	6.2%	7.6%	8.3%	.0%	14.3%	7.5%
		% of Total	.8%	3.5%	2.0%	.0%	1.2%	7.5%
	Total	Count	32	118	60	24	21	255
		Expected Count	32.0	118.0	60.0	24.0	21.0	255.0
		% within Customer's Satisfaction	12.5%	46.3%	23.5%	9.4%	8.2%	100.0%
		% within Customer's Feelings of spending Time	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	12.5%	46.3%	23.5%	9.4%	8.2%	100.0%

From the cross tabulation and bar chart, it can be noticed that the degrees of satisfaction and dissatisfaction were concentrated in evaluating feeling of the good decision versus other feelings.

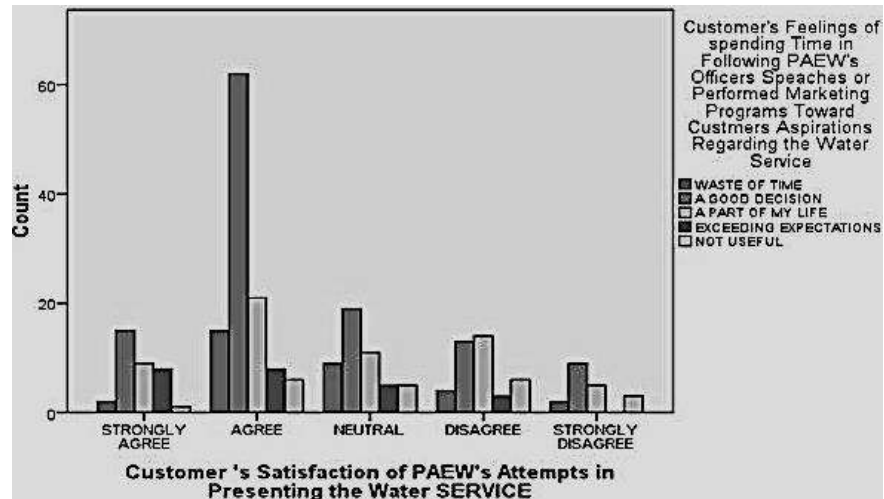


Illustration 6: Bar chart of the hypothesis result based on QI-square test

Equation 1: The chi-square formula

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Table 31: Chi-Square Test's results for the hypothesis relation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.202 <sup>a</sup>	16	.051
Likelihood Ratio	26.041	16	.053
Linear-by-Linear Association	1.333	1	.248
N of Valid Cases	255		
a. 11 cells (44.0%) have expected count less than 5. The minimum expected count is 1.56.			

The test result to judge whether there is a relation or not can be obtained from comparing a result of P-value (0.051) which is in close proximity to alpha level (0.05). This refers to a marginal significant (positive) result that gives an enough evidence to reject  $H_0$  and accept  $H_a$ . Therefore, there is a statistical association between the two variables in effect on each other.

### 5.4.2 Spearman Correlation Coefficient Test

According to sample answers, an increase in efficiency of providing adequate information and news to serve the customer and solve their problems can result in a successful improvement of the marketing messages sent through mass media for educating. This result are extracted from the table 32 by using spearman coefficient (-1 to 1) which is equal to 0.526.

Table 32: correlation no.1

			Efficiency of PAEW's Media in providing Sufficient Information about Its News in Serving the Customers and Solving Their Problems	Success of PAEW's Communication Marketing Messages Employed through Mass Media in Educating Customers of Water Service's Benefits and Features
Spearman's rho	Efficiency of PAEW's Media	Correlation Coefficient	1.000	.526**
		Sig. (2-tailed)	.	.000
		N	258	253
	Success of PAEW's Communication Marketing Messages Employed through Mass Media	Correlation Coefficient	.526**	1.000
		Sig. (2-tailed)	.000	.
		N	253	253
** Correlation is significant at the 0.01 level (2-tailed).				

Equation 2: The spearman correlation coefficient formula

$$-1 \leq r_s \leq 1$$

From the Table 32, the spearman correlation coefficient at 0.526 denote to a strong/large relation between the variable of “the efficiency of media “and the variable of “a success of marketing programs through media”.

From a significance level shown in the table, we can prove whether there is any or no evidence for presence of the linear correlation in the population by supposing the next hypothesis:

$$H_0: \rho_s = 0$$

$$H_a: \rho_s \neq 0$$

- No monotonic correlation in  $H_0$  is explained as follows:
  - As one variable (x) increase, its independent variable sometimes in a decrease and sometimes in an increase.

Because SPSS reports that the P-value in the test is equal to 0.000, this is a very strong evidence to accept the alternative hypothesis ( $H_a$ ) and that signify to availability of the linear correlation in population among values of the two variables so, that confirms that there is a strong correlation because of (  $r_s = 0.53$  , p-value ( $\alpha$ )  $< 0.001$  ) in which “ as one variable increase , its independent variable never decrease”.

Regarding the p-value equal to 0.000 , this does not means that p-value = 0 but when there is a big effect in the correlation or large sample size(n) , the SPSS program gives 0.000 that mean that p-value less than the significance level (0.001). From a result of the previous correlation represented in the success of communication marketing messages employed through mass media in educating customers about water service's benefits, it is noted that this can be correlated to a rise of customer happiness toward the institution's efforts in activating media intermediaries. This consequence is deduced from the table 33 by using spearman

correlation coefficient (-1 to 1) which is equal to 0.558 and P-value ( $\alpha$ ) that is equivalent to 0.000. In that, we can judge that there is a positive correlation among the two variables due to ( $r_s = 0.56$ , p-value ( $\alpha$ ) < 0.001 ).

Table 33: Correlation no.2

			Success of PAEW's Communication Marketing Messages Employed through Mass	Customer Pleasure of Activating Media Intermediaries
Spearman's rho	Success of PAEW's Communication Marketing Messages Employed through Mass Media	Correlation Coefficient	1.000	.558**
		Sig. (2-tailed)	.	.000
		N	253	253
	Customer Pleasure Regarding PAEW's Efforts in Activating Media Intermediaries	Correlation Coefficient	.558**	1.000
		Sig. (2-tailed)	.000	.
		N	253	256
	**. Correlation is significant at the 0.01 level (2-tailed).			

From the two correlations, it is possible to reject the null hypothesis and accept the alternative hypothesis.

### 5.5. Developing a mechanism through mass media

The study surveyed the sample to take the respondents' opinions of whether they encourage the service provider to create a social media site for the service issues, which would involve designing an interactive website to receive comments and complaints. These issues would then be collected to be discussed on a TV or radio program, hosted by a specialist weekly who would answer all important cases extracted from the web site, and, after that, translate the discussed dialogue points in the local newspapers in the next day of introducing the program.

Most (94.5%) of respondents recommended the study's proposal. It can be interpreted that the customer may be more satisfied with the service and its provider if there was a social media channel related to the service open to hearing customer issues freely and transparently via public discussion on mass media.

Table 34: Respondents' agreement degree of designing hybrid (combined) media for tackling and answering the customer problems and inquiries

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	222	85.7	94.5	94.5
	NO	13	5.0	5.5	100.0
	Total	235	90.7	100.0	
Missing	System	24	9.3		
Total		259	100.0		

## 5.6 Customers advocates

The participant households were asked to share their opinions that could help the governmental service providers in improving their communication channels to manage their satisfaction. The most important drawn recommendations from the standpoint of the collected proposals of respondents are shown in the next points:

- Designing interactive website online for customers to express their notifications, complaints and suggestions.
- Reducing the service price and improving quality of water purity
- Providing purity equipment for each household to make the desalinated water viable for drinking.
- Concentrating on values of honesty and transparency in interacting with customers to improve communication and satisfaction feelings.

- Educating the audience through media and advertising campaigns, planned awareness lectures and speeches of Friday prayers.
- Exploiting phones numbers of customers registered with the service/product provider to send messages or call them periodically to hear their notifications relative to the service.
- Specifying an observer in each wilayat (city) to be responsible for customer affairs and pursue their problems continually.
- Distributing paper publications attached with consumption bill as mini – questionnaires periodically each two or three months to identify disadvantages or troubles of the service and then to count more noticed problems and find suitable solutions to develop the service and satisfy the customers.
- Concentrating on suggestions and opinions to clarify and develop them.
- Activating media devices widely, especially through TV programs and social media modes.
- Creating a free application for phones for complaints and suggestions, measuring satisfaction levels, checking account details and paying electronically.
- Providing pre-payment cards for each customer to control consumption costs and demand water amount in case of need.
- Advertising periodical competitions with regard to best ideas of customers to improve the service.
- Allocating offices with lengthy working hours to receive any complaints and then offer them on social media for educating and highlighting.
- Placing suggestions boxes in public places.

- Opening private, formal accounts for the service provider on Facebook, Twitter or Instagram.
- Opening private channels for the service provider on YouTube to post educational programs regarding water issues.
- Selecting suitable days and times to offer media programs to give a chance for audience to follow and participate in their views.



## Chapter 6

### DISCUSSION AND RECOMMENDATIONS

#### 6.1 Discussion

##### 6.1.1 Effects of neutral responses on direction of satisfaction and dissatisfaction.

The extracted results by Likert scale showed relative satisfaction in which a large proportion of the satisfaction responses were less than 50%, with a noticeable percentage of neutral responses. So, neutral responses might affect the direction of satisfaction and dissatisfaction if the respondents declared their true responses.

A study called the effects of the neutral response option on the extremeness of participant response explained reasons for respondents' tendency to choose the neutral response. The brief reason is the participant's tendency to avoid the satisfactory answer and to avoid the negative feelings associated with their conflicting feelings on the issues. It also denoted that the respondents want to give their responses privately and need to feel that their anonymity is protected to give their true answer. The neutral responses brought me to the pilot survey done for this study, in which people were very sensitive to give the account number of their subscription due to taking privacy matters into consideration.

As a result, prior to starting the actual survey, the decision was to write a note on each questionnaire the importance of the account number for the study

methodology that was based on ensuring participation of the actual subscribers and to facilitate reaching the winners in the created competition during the survey process to motivate high percentage of responses. During the survey, it was required to explain my viewpoint before distributing the questionnaires at each site. Despite that fact, some people refused to participate with a condition of writing their account number, and others agreed with some sensitivity toward the account number condition.

Consequently, the condition of writing the account number may have affected the response rate. Although the respondents were given for a period extending four weeks, the similar reasons from all sites were either frequent forgetfulness of bringing or loss of the questionnaire. Therefore, there is a belief that the participants felt that their anonymity was not protected.

In addition, there is another analysis for the noticed neutral responses in respondents according to the proposition mentioned by Bozinoff and Roth in their reviewed literature named “government satisfaction with government services”, which referred that the low proportion of complaints might mean either the consumers are satisfied, or there are no benefits or positive results of complaining against the governmental services due to the lack of alternative choices to compete with the government.

## **6.2 Recommendations**

This paper revealed that majority of the surveyed households believes that the governmental organization, PAEW, strives to gain profits of sales more than satisfying customers.

**Recommendation no. 1:**

Thus, for effective management, governmental organizations must emphasize the principles of customer satisfaction in their strategies in excess of commercial aims.

Moreover, this investigation found that customer expectations of the governmental institution in considering and performing their opinions expressed through media and satisfaction survey to improve the presented service are disappointed (less than expected).

**Recommendation no. 2:**

Consequently, the effective management in the customer's satisfaction requires tracing and filtering customer feedback to take valid suggestions in drawing plans by making media programs for hearing demands and expressions of customers regarding the introduced product/service.

A large proportion of respondents prefer purchasing and using bottled water rather than the governmental service for drinking, and their decisions about using governmental water or bottled water are influenced by opinions of parents, sons and friends, in excess of marketing's efforts. Thus, these indicators suggest that current marketing programs are not effective.

**Recommendation no. 3:**

The governmental organization needs to increase promotional marketing expenses for making newsworthy news via mass media in order to be a trusted source, increase the knowledge level and reduce customer worry.

Additionally, participants agreed with the study proposal clarified in illustration 5. The answers uncovered customers' need to link the marketing efforts performed through mass media with an interactive website owned by the product/service provider to achieve a continuing communication with customers and ensure information exchange with the marketing management.

That can be achieved by creating social media site managed via the service provider for understanding customers aspirations through tracing their feedbacks and ensuring their participation in evaluating and planning with the service presenter.

By this way, the institution will be able to manage customer satisfaction by reducing the bad word of mouth in other social media sites if their issues are tackled transparently and discussed publically through other mass media as TV, radio and newspaper. This mechanism can form a connected circle converting the one-way communication process provided by mass media to a two-way communication process that extends from organization to media (TV, radio, newspaper) to customers and then from customer to the interactive website to organization to media and vice versa.

**Recommendation no. 4:**

As a complement solution with customers' preference of the interactive circle of communication, the customer relationship management strategy can be applied effectively via exploiting mass media devices to take the initiative in discussing issues of what products and services required by customer for today and in the

future. It may be of benefit to ask customers why they no longer use their service and how to earn them again, instead of waiting for word of mouth communication that may harm the institution's reputation.

**Recommendation no. 5:**

The governmental organization (PAEW) has to interest in strategies of satisfaction and marketing and to be constructed from the customer advocates to make appealing bonds with them.

**Recommendation no.6:**

To make the media active in enhancing marketing performance directed toward increasing feelings of trust in customers involves combining the thematic communication — using assistant tools such as advertising to provide some data related to the product in order to build initial satisfaction with a target product — with action communication, which involves the introduction of attractive packaging , discounts and motivating the consumer to purchase by establishing a buying point such as a shop or supermarket and these two types of communication indicated in the reviewed book called “The Media Book” in the literature.

This signal is approved by the survey that indicated that greater than 60% of respondent customers want the PAEW to access the bottled drinking water industry to be competitive against bottled drinking water companies, and, consequently, to increase their trust in the use of desalinated water for drinking.

## Chapter 7

### CONCLUSION

The study concludes that there is no huge customer satisfaction of Public Authority for Electricity and Water's marketing management via mass media. Also, it is discovered for a positive correlation between efficiency of the governmental organization's media and success of its communication marketing messages.

What is more, it is founded that the success in the previous correlation is related positively to customer pleasure degree regarding the public institution's efforts of activating media intermediaries.

Moreover, it is approved for effective association between degrees and feelings of customer satisfaction in evaluating a performance quality of the service provider and service's marketing in mass media. In my view, the revealed relations may have the capability of strengthening the mass media role in performing strategies of satisfaction and marketing.

So, the PAEW should evaluate its service periodically by using deliberated metrics to convey more meaningful and persuasive marketing campaigns. And that can be achieved through selecting suitable mass communication tools for the audience, especially to concentrate more on TV and the Internet, as the study's respondents preferred them more than other devices. Therefore, the success in applying

communication mechanism with customers by media techniques can result in creating positive reputation toward the service provider's managerial performance in satisfying the customers, promoting the service and correcting actions.

Finally, for future works interested in roles of mass media in complementing the marketing efforts of the governmental institutions, I recommend focusing on how the media coverage for marketing dialogues on TV can be effective in enhancing the organization image or clout among audience.

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## **APPENDIX**

## Appendix A: The thesis's survey



Public Authority for Electricity and Water requests your help. Please complete the following Customer Satisfaction Survey based on a research to study your aspirations. Thank you for your time.

الهيئة العامة للكهرباء والمياه تطلب مساعدتكم ، فيرجاء التكرم بتعبئة استبانة رضا العملاء القائمة على بحث علمي لدراسة تطلعاتكم ، ولكم بالغ الشكر لمنحنا وقتكم الثمين.

No. of Customer Account:

رقم حساب الاشتراك : .....

Your Wilayat ( state ) :

ولايتك : .....



Survey:

Said Amran Al-Maamari.

### 1. Which of these categories includes your household's net income monthly?

أي من التصنيفات الآتية يتضمن إجمالي صافي دخل العائلة الشهري بالريال العماني ؟

- ☐ Less than 350 RO    ☐ 351-650 RO    ☐ 651 -950    ☐ More than 950

### 2. How many years have you been subscribing in the water service?

منذ كم سنة أنت مشترك بخدمة المياه ؟

- ☐ Less than 1 year    ☐ between 1 and 5 year    ☐ More than 5 year

أقل من سنة واحدة

بين 1 إلى 5 سنوات

أكثر من خمس سنوات

### 3. The main reason or aim of subscribing in the water service is ...

الهدف أو السبب الرئيس للاشتراك بخدمة المياه هو.....

- ☐ High quality    ☐ low price    ☐ Insuring continuous    ☐ Other :-----  
الجودة العالية    السعر القليل    water flow to house    أخرى  
ضمان تدفق مستمر للمياه  
إلى المنزل

## 4. The first incentive for using the water service is...

الدافع الأول لاستخدام خدمة المياه هو...

- ☐ Drinking الشرب      ☐ Cooking الطبخ      ☐ Washing الغسيل      ☐ irrigating plants ري المزروعات  
☐ Preparing children food تحضير طعام الأطفال      ☐ other(أخرى) : -----

## 5. Are your family buy filling water in bottles for drinking?

هل عائلتك تشتري المياه المعبأة لاستخدامها لغرض الشرب ؟

- ☐ Yes نعم      ☐ No لا

## 6. If you answer "yes" above, how much does that cost the family monthly ?

إذا كانت إجابتك بـ " نعم " بالسؤال السابق ، فكم يكلفك ذلك شهريا بالريال العماني ؟ .....

## 7. Which one of the followings can be an effective factor in making decision of using the government water?

أي من الآتي يعد عنصرا مؤثرا في صنع قرارك لاستخدام خدمة المياه الحكومية ؟

- ☐ Parents الوالدان      ☐ Sons الأبناء      ☐ marketing messages across ( SMS – Advertising – salesman-mass media ) رسائل التسويق عبر الرسائل النصية – الإعلان – موظف المبيعات-الإعلام الجماهيري  
☐ friends opinions آراء الأصدقاء

## 8. Which one of the followings can be an effective factor in making decision of buying the water bottles for drinking in your household?

أي من الآتي يعد عنصرا مؤثرا في صنع قرارك بشأن شراء مياه التعبئة للشرب في أسرته ؟

- ☐ Parents الوالدان      ☐ Sons الأبناء      ☐ marketing messages across ( SMS – Advertising – salesman-mass media ) رسائل التسويق عبر الرسائل النصية – الإعلان – موظف المبيعات-الإعلام الجماهيري  
☐ friends opinions آراء الأصدقاء

## 9. Overall, do your household members prefer consuming the government water provided by PAEW or purchasing bottles water for drinking? -----

بشكل عام ، هل أفراد عائلتك يفضلون استهلاك المياه الحكومية الموفرة بواسطة الهيئة العامة للكهرباء والمياه أو شراء مياه التعبئة لغرض الشرب ؟ .....

## 10. According to your preference in the previous question, this is because of :

حسب خيار التفضيل في السؤال السابق ، هذا بسبب :

- |   |   |   |  |
|---|---|---|--|
| <input type="checkbox"/> trust in water quality<br>الثقة في جودة المياه | <input type="checkbox"/> lower price<br>السعر الأقل | <input type="checkbox"/> Trust in marketing media with customers<br>الثقة في الإعلام التسويقي | <input type="checkbox"/> Other -----<br>أخرى |
|---|---|---|--|

## 11. Do you think that the mass media devices (TV, Radio, Newspaper , Internet )change or affect perspectives of your household's interest toward things ?

هل تعتقد أن وسائل الإعلام الجماهيري ( التلفزيون والراديو والصحف والإنترنت ) قادرة بأن تؤثر على منظور اهتمام عائلتك تجاه الأشياء ؟

- |                                     |                                   |
|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> Yes<br>نعم | <input type="checkbox"/> No<br>لا |
|-------------------------------------|-----------------------------------|

## 12. If your answer is YES to question 11, can you rank according to importance for you:

إذا كانت إجابتك بـ " نعم " في السؤال ( 11 ) ، هل بإمكانك أن تصنف أي من وسائل الإعلام الجماهيري أكثر أهمية بالنسبة لك.

- |  |   |   |   |  |
|--|---|---|---|--|
| <input type="checkbox"/> TV<br>التلفزيون | <input type="checkbox"/> Radio<br>الراديو | <input type="checkbox"/> Newspaper<br>الجريدة | <input type="checkbox"/> Internet<br>الإنترنت | <input type="checkbox"/> other<br>أخرى |
|--|---|---|---|--|

## 13. Do you believe that PAEW through the mass media ( TV , Radio , Newspaper , Internet ) tell the truth about the water service's facts and complaints ?

هل تعتقد بأن الهيئة العامة للكهرباء والمياه خلال وسائل الإعلام الجماهيري ( التلفزيون – الراديو – الصحافة – الإنترنت ) تخبرك بالحقيقة عن حقائق الخدمة وشكاويها ؟

- |   |   |  |  |  |
|---|---|--|--|--|
| <input type="checkbox"/> All of the time<br>دائما | <input type="checkbox"/> Most of the time<br>معظم الأحيان | <input type="checkbox"/> Some of the time<br>بعض الأحيان | <input type="checkbox"/> Rarely<br>نادرا | <input type="checkbox"/> Never<br>أبدا |
|---|---|--|--|--|

## 14. Do you say positive opinions for others through communication intermediaries as social media sites about the water service?

هل أنت تقول آراء إيجابية للآخرين خلال وسائط الإتصال كمواقع التواصل الاجتماعي ( السبلة العمانية – تويتر – فيس بوك – الواتس أب ) عن خدمة المياه ؟

- |   |   |  |  |  |
|---|---|--|--|--|
| <input type="checkbox"/> All of the time<br>دائما | <input type="checkbox"/> Most of the time<br>معظم الأحيان | <input type="checkbox"/> Some of the time<br>بعض الأحيان | <input type="checkbox"/> Rarely<br>نادرا | <input type="checkbox"/> Never<br>أبدا |
|---|---|--|--|--|

**15. You feel that News of PAEW broadcast on TV and radio , published in newspapers , or provided on internet are...**

أنت تشعر أن أخبار الهيئة العامة للكهرباء والمياه المذاعة على قنوات التلفزيون والراديو والمنشورة عبر الصحافة أو المتوفرة على شبكة الإنترنت

- ☐ valuable هامة (ذات قيمة)     
 ☐ useful مفيدة     
 ☐ often disappointed غالبا مخيبة للأمل     
 ☐ Other ----- أخرى

**16. While spending time on watching TV , hearing Radio , reading newspapers or searching on internet about officers' speeches of the top management in PAEW or programs of marketing and media implemented by PAEW regarding the service's issues and customers' aspirations , you feel that ...**

حينما تقضي وقتك في مشاهدة التلفزيون و سماع الراديو و قراءة الجرائد أو البحث في شبكة الإنترنت عن خطابات مسؤولي الإدارة العليا بالهيئة أو عن البرامج الإعلامية والتسويقية المنفذة من قبل الهيئة بشأن قضايا الخدمة وتطلعات العملاء ، أنت تشعر بأن ذلك.....

- ☐ It is waste of time مضیعة للوقت     
 ☐ It is a good decision قرار جيد     
 ☐ It is a part of your life جزء من حياتك     
 ☐ It exceeds your expectations يزيد من توقعاتك  
☐ You do not get anything useful لا يوفر لك أي شيء مفيد

**17. Dou thinks the PAEW Administration listen, learn, and then execute solutions or suggestions provided by customers through media devices or box of suggestions post or periodical customer survey to overcome challenges?**

هل تعتقد بأن إدارة الهيئة تستمع وتتعلم ومن ثم تنفذ الحلول أو المقترحات الموفرة من قبل العملاء خلال وسائل الإعلام او صندوق بريد المقترحات أو الاستبانات الدورية لقياس رضا العملاء لتتغلب على التحديات التي تواجهها ؟

- ☐ Less than expected أقل من المتوقع     
 ☐ As expected كما هو متوقع     
 ☐ More than expected أكثر من المتوقع     
 ☐ Consistently more باستمرار

**18. To help us in providing benefits that meet your needs, please how much do you agree or disagree with the following statements about service.**

لتساعدنا في توفير المنافع التي تلبي احتياجاتك ، رجاء إلى أي مدى أنت توافق أو لا توافق مع الجمل الآتية المتعلقة بالخدمة.

<i>Evaluation's Statements</i> عبارات التقييم	<b>Strongly Agree</b> موافق بشدة	<b>Agree</b> موافق	<b>Neutral</b> محايد	<b>Disagree</b> لا أوافق	<b>Strongly Disagree</b> لا أوافق بشدة
<b>The General Evaluation</b> التقييم العام					
<b>GE1.</b> After subscribing and purchasing service, I am satisfied with overall quality, cost and customer service. بعد الاشتراك وشراء الخدمة ، أنا راضٍ بشكل عام عن الجودة والتكلفة وخدمة العملاء.	1	2	3	4	5
<b>GE2.</b> I am very satisfied about drinking water service as government service أنا راضٍ جدا عن خدمة مياه الشرب كخدمة حكومية.	1	2	3	4	5



<b>GE3.</b> I am satisfied with the PAEW's efforts in presenting the water service. أنا راضٍ عن جهود الهيئة في تقديم خدمة المياه لعملائها.	1	2	3	4	5
<b>GE4.</b> I am satisfied toward PAEW's media in disseminating transparent information about the drinking water service أنا راضٍ تجاه إعلام الهيئة في نشر المعلومات الشفافة عن خدمة مياه الشرب.	1	2	3	4	5
<b>PAEW's Media and Marketing Evaluation</b> <b>تقييم إعلام وتسويق الهيئة</b>					
<b>MME1.</b> Mass media employed by PAEW tell you sufficient information about the PAEW news in serving the customers and solving their problems. الإعلام الجماهيري الموظف من قبل الهيئة يخبرك بالمعلومات الكافية عن أخبار الهيئة في خدمة العملاء وحل مشاكلهم.	1	2	3	4	5
<b>MME2.</b> The marketing messages employed by PAEW to audience in mass media devices correspond with speech and explanation of the customer service staff while visiting them. رسائل الهيئة التسويقية لجماهيرها في وسائل الإعلام الجماهيري تتوافق مع حديث وتفسير موظفي خدمة العملاء حينما تزورهم.	1	2	3	4	5
<b>MME3.</b> The marketing messages through the media succeeded in persuading you to use desalination water for drinking رسائل التسويق خلال وسائل الإعلام ناجحة في إقناعك لاستخدام مياه التحلية للشرب.	1	2	3	4	5
<b>Evaluation's Statements</b> <b>عبارات التقييم</b>	<b>Strongly Agree</b> موافق بشدة	<b>Agree</b> موافق	<b>Neutral</b> محايد	<b>Disagree</b> لا أوافق	<b>Strongly Disagree</b> لا أوافق بشدة
<b>MME4.</b> Marketing communication messages used via PAEW's mass media modes are succeeding in educating the customers about the benefits and features of the water service. رسائل الاتصال التسويقي المستخدمة بواسطة وسائل الإعلام الجماهيرية التابعة للهيئة ناجحة في تثقيف العملاء بمنافع وخواص خدمة المياه.	1	2	3	4	5
<b>Customer service employees evaluation</b> <b>تقييم موظفي خدمة العملاء</b>					
<b>CSEE1.</b> I notice that PAEW's employees interest much in my problem or complaint and convert me to the responsible supervisor ألاحظ أن موظفي خدمة العملاء يهتمون كثيرا في مشكلتي أو شكواي ويحيلوني إلى المشرف المسؤول.	1	2	3	4	5
<b>CSEE2.</b> I believe that the employees make me feel that my problem or complaint is considered and must be solved by the specialist. أعتقد أن الموظفين يجعلوني أشعر بأن مشكلتي أو شكواي مراعاة ويجب أن تحل بواسطة المختص.	1	2	3	4	5
<b>Overall</b> <b>بشكل عام</b>					
<b>OA1.</b> Entering the PAEW in the filling water market as promotion and competitor for the water filling companies will increase my trust in using desalinated water for drinking دخول الهيئة في سوق تعبئة المياه كترويج ومنافس لشركات التعبئة سيزيد من ثقتي في استخدام مياه التحلية للشرب.	1	2	3	4	5

<b>OA2.</b> I think that the PAEW policy with their customers not basing on sales size but on customer satisfaction in the first status. أعتقد أن سياسة الهيئة مع عملائها ليست قائمة على حجم المبيعات بل على رضا العميل في المقام الأول.	1	2	3	4	5
<b>OA3.</b> I am pleased regarding PAEW's efforts in activating media intermediaries (as TV , radio , Internet , newspapers and magazines or social media ) that affect changing my behavior or encouraging me positively toward the PAEW 'services related to water service أنا مسرور بشأن جهود الهيئة في تفعيل وسائط الإعلام المختلفة (كـ التلفزيون والراديو والإنترنت ومواقع الإعلام الاجتماعي) التي لها الأثر في تغيير سلوكي أو تشجيعي بشكل إيجابي تجاه خدمات الهيئة المتعلقة بخدمة المياه.	1	2	3	4	5

### 19. Share your opinion with us to promote together...

شاركنا برأيك لنرتقي معا..

If "PAEW" tends to open communication channel through designing an interactive Web site to receive your comments or complaints about the water service, then to collect these ideas and complaints to be discussed in TV or radio program hosts a specialist weekly to answer the questions and find solutions, after that the discussed dialogue points will be translated in the local newspapers in the next day of the program. So, do you recommend implementing this proposal?

في حال أن الهيئة تنوي لفتح قناة اتصال مع العملاء من خلال تصميم موقع ويب تفاعلي على شبكة الإنترنت لاستقبال تعليقاتكم أو شكاويكم عن خدمة المياه ، ومن ثم قيامها بجمع أفكاركم وشكاويكم لتكون مناقشة في برنامج تلفزيوني أو إذاعي يستضيف مختص بشكل أسبوعي للإجابة على تساؤلاتكم وإيجاد الحلول الممكنة ، وبعد ذلك نقاط الحوار المناقشة ستكون مترجمة في الصحف المحلية في اليوم التالي للبرنامج. لذلك هل توصي بتنفيذ هذا المقترح ؟

☐ Yes

نعم

☐ No

لا

### 20. What are your suggestions to develop this proposal to help us in improving our channels for communication with you through media to be more satisfied about us?

ما هي مقترحاتك لتطوير هذا المقترح لتساعدنا في تحسين قنواتنا الاتصالية معك خلال الإعلام لتكون أكثر رضا عنا ؟

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