ST. MARY'S UNIVERSITY

SCHOOL OF GRADUAT STUDIES

MARKETING MANAGEMENT PROGRAM

AN ASSESSMENT OF SERVICE QUALITY IMPRESSION ON CUSTOMER SATISFACTION IN THE OF CASE UNILEVER ETHIOPIA

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ART DEGREE IN MARKETING MANAGEMENT

BY:

MUBAREK AMAN

DEC,2017

SMU

ADDIS ABABA

AN ASSESSMENT OF SERVICE QUALITY IMPRESSION ON CUSTOMER SATISFACTION IN THE OF CASE UNILEVER ETHIOPIA

A MASTERS STUDY SUBMITTED

TO MARKETING MANAGEMENT

PROGRAM OFFICE

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APPROVED BY THE COMMITTEE OF EXAMINERS

DEAN'S OFFICE	**SIGNATURE**
ADVISOR	**SIGNATURE**
INTERNAL EXAMINER	**SIGNATURE**
EXTERNAL EXAMINER	**SIGNATURE**

DECLARATION

I hereby declare that this submission is my own work towards the Masters of Art in Marketing Management and that, to the best to my knowledge; it contains no material previously published by another person or material which has been accepted for the award of any other degree of the University.

MubarekAman   ………………………….   ………………………….

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Certified by:

Dr.TesfayeWolde   ………………………….   ………………………….

                                          Signature   Date

ABSTRACT

This study aims to investigate the Service quality impression on customer satisfaction: the case of UNILIVER Ethiopia. Service is one of the meanness in which a company could create a difference. This paper will mainly address customers' satisfaction level of Unilever Ethiopia ltd Company using the SERVQUAL model that can help to harness the wider scope and nature of service by using corresponding dimensions such as tangibility, reliability, responsiveness, empathy and assurance.

Marketing manager and employers who participate on distributing the company products are considered as major target population of the study. Interview with the marketing manager considered as main source of data. The other participants of this study were retailers, wholesalers, pharmacy, cosmetics shops, super markets, and other.

By the recommendation of (cochran; 1963) determine sample size as follow. Taking 95 % confidence level Z is termed to be 1.96, with a precision of ±6% and assuming p=0.5 and q is 0.5 Putting the figures in the equation the sample size is determined to be 266. This means that two hundred sixty six (266) business customer respondents have been taken as a reliable sample size for this study

ACKNOWLEDGEMENT

I am most thankful to the almighty Allah by whose grace, mercies and wisdom I have been able to complete this work successfully. I wish to express my profound gratitude to my Advisor, Dr. TesfayeWolde for the immense support, guidance and the encouragement to complete this work.

I am also grateful to my lovely family for the assistance, support and encouragement throughout this program.

Finally, I offer my regards and blessings to all of those who supported me in every respect during this thesis.

DEDICATION

I dedicate this work to my dear Mom Bediya Tuba, my lovely wife Fatima (Hubi), my uncle Redwan Hussein and to all my family.

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CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

In Ethiopia, the FMCG trade in the retail market is worth of billions of birr's. The majority of the customers in this area of business consist of traditional households and consumers but business-to-business selling is also an important part of the business FMCG. To meet the ever increasing demand from the business customers the business service model is constantly expanding and changing.

Unilever was founded in 1930 by the merger of the Dutchmargarine producer Margarine Unie and the British soap maker Lever Brothers. During the second half of the 20th century the company increasingly diversified from being a maker of products made of oils and fats, and expanded its operations worldwide. It has made numerous corporate acquisitions, including Lipton (1971), Brooke Bond (1984), Chesebrough-Ponds (1987), Best Foods (2000), Ben & Jerry's (2000), Alberto-Culver (2010), and Dollar Shave Club (2016). Unilever divested its specialty chemicals businesses to ICI in 1997. In 2015, under leadership of Paul Polman, the company gradually shifted its focus towards health and beauty brands and away from food brands showing slow growth.

Unilever is a British-Dutch multinationalconsumer goods company co-headquartered in Rotterdam, Netherlands, and London, United Kingdom. Its products include food, beverages, cleaning agents and personal care products. It is the world's third-largest consumer goods company measured by 2012 revenue, after Procter & Gamble and Nestlé. Unilever is the world's largest producer of food spreads, such as margarine. One of the oldest multinational companies, its products is available in around 190 countries.

The Unilever chain has a rather new business service concept so it was the ideal target for a customer satisfaction survey, Another reason why the case company was chosen for the survey was the fact that student researcher had been attending exploratory training there as a candidate to work in the company and thus had firsthand experience about the company's activities and the way of working in the organization.

This paper discuss the service quality concept in light of customer satisfaction levels and in contrast to other quality concepts such as product and image quality. It also discusses how the concept is being measured and outlines various models of service quality. It particularly adopts the SERVQUAL model. It also will discuss about its attributes and gaps, in what contexts will the model be used and the pros and cons when using this model in measuring service quality. It mainly will discuss business customer satisfaction level and how it is been related to service quality of Unilever Ethiopia LTD the case study.

According to Zeithaml and Bitner (2000), service refers to all economic activities whose output is not a physical product or construction and that is generally consumed at the time it is produced and provides added value in forms (such as convenience, amusement, comfort or health). Grönroos Defined service as an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or goods and/or system of the service provider, which are provided as solutions to customer problems. Grönroos (1990)

A study carried out by Johns (1998) points out that the word 'service' has many meanings which lead to some confusion in the way the concept is defined in management literature, service could mean an industry, a performance, an output or offering or a process. He further argues that services are mostly described as 'intangible' and their output viewed as an activity rather than a tangible object which is not clear because some service outputs have some substantial tangible components like physical facilities, equipment and personnel.

The service sector is recognized as a crucial field for economic well-being. Consumption of services is deemed essential today. For example, consumption of services such as distribution, education, healthcare, transport and communication, entertainment and sports are considered vital (Apte, 2004).

Customer satisfaction is at the core of human experience, reflecting our liking of a company's business activities. High levels of customer satisfaction (with pleasurable experiences) are strong predictors of customer retention, customer loyalty, and product repurchase. Effective businessesfocus on creating and reinforcing pleasurable experiences so that they might retain existing customers and add new customers.

Properly constructedcustomer satisfaction surveys provide the insights that are the foundation to creating and reinforcing pleasurable customer experiences. Customer satisfaction should be measured, along with some key customer satisfaction measurements, and different types of customer expectations that can affect your satisfaction measurement.

1.2   Statement of the Problem

Most profit-seeking organizations are in the end run by money and the stores or route sales programs are no different in that. In retail markets the customers are the source for profits and companies seeking to acquire them are constantly developing new strategies in order to get the competitive edge that lures the customers in to their stores. When a company offers products and services that fulfills the needs of the customer and produces additional value, satisfaction and perceived quality in a right way then the company has the best chances for success (Gummesson, 1998)

High customer satisfaction is one competitive edge a company can have and one of the reasons why it is such an important part of a company's strategy and has seen so many researches and studies over time is its connection to profitability.

The customers in the case company Unilever consist of normal household consumers and business-to-business customers. The survey is focused in the largest business to business Market which is wholesalers and retailers. Unilever conducts periodical surveys that measure the satisfaction of the normal household consumers but no research and surveys have yet been done to measure the satisfaction of the business customers.

The business-to-business customers in Unilever forms a growing part of the company operations and that is why it is important to measure their level of satisfaction. B2B customers are a good target group for customer satisfaction survey because they conduct purchases more frequently and thus have a wider variety of experiences and interactions with the staff.

Comparing the results of this study with the results of the previous surveys conducted for individual consumers will give information about the potential differences in buying behaviors between B2B customers and household customers. By measuring the delivery of the expectations

of the B2B customers the case company Unilever will be able to know how well the company has met the promises of the marketing

1.3 Research Questions

Based on the above problem the student researcher investigates the tribulations by focusing on the following basic research questions.

- How the company's service is reliable?

- To what extent unilever's customers feel confident enough in using the company's service

- How the company's service is visualized by its customers?

- How understanding the company's employees are?

- To what extent the company's employees are approachable?

1.4 Objective of the Study

1.4.1 General Objective

The overall objective of this study is to assess the service quality impression on customer satisfaction level in the case of Unilever Ethiopia by using the servqual model.

1.4.2 Specific Objective

The specific objectives of this study are;

- To assess the service reliability of the company

- To point out the confidence of company's customers in using the service of the company

- To identify the customers visualization of company's service

- To assess how employees understand the company's customers

- To assess the approachability of employees

1.5 Significance of the Study

This paper may help Unilever Ethiopia ltd to look inward itself objectively at its service quality deficiencies from the research findings and take corrective measures accordingly so as to maintain and increase level of business customers satisfaction level by give an alert message to the marketing department of the company to immediately rectify and fix the shortcomings that are revealed with a significant gap in the findings and also help them to look how customers are evaluating their service rendering operations in light with the five service quality dimensions. Furthermore, this research will be a blue print for other student researchers who would like to study further on the title of service quality and customer satisfaction. Mostly this research is important for the student researcher to translate what I have learned in theory to practice it in the real marketing world.

1.6 Scope of the Study

This paper will mainly address customers' satisfaction level of Unilever Ethiopia ltd Company using the SERVQUAL model that can help to harness the wider scope and nature of service by using corresponding dimensions such as tangibility, reliability, responsiveness, empathy and assurance. Even if the company doing it business with final consumers who buy the company products for personal consumption by coming to the company sales shop but this study focused only on business consumers who buy the product from the company and sell it with profit for final consumers, in other word this study focus only on Resellers like wholesalers and retailers. in addition the company is doing its business all over the country, to include all those it require much time and huge amount of finance, so that this study focused only on resellers located in Addis Ababa region, specifically at Merkato, Lideta, Bole, 22, and Saris because this locations are the main profitable roots that the company focus. In other hand student researcher get core information's from the head office of Unilever Ethiopia that is in Addis Ababa. Moreover, to make the study more manageable, to get current information, to make it reliable, and to update the researches that conducted by this title student researcher limit the time from 2014-2018.

1.7 Limitation of the Study

In under such study, the student researcher constrained by various restrictions among the limitations, some major once includes lack of finance and adequate time, some of business

customers were hesitant to fill the questionnaire because of different reasons that they don't want to mention it out and also the marketing manager and other participants of the study hide confidential and key information of the company that could bring up this study on high level.

1.8 Organization of the Study

The study is organized in five chapters. The first chapter includes background of the study, statement of the problems, research questions, Objectives of the study, significance of the study, delimitation of the study, definitions, limitation of the study and organization of the study. In the second chapter literature review is viewed. The third chapter deals with research design and methodology, the fourth chapter presents the analysis and interpretation of data. The fifth chapter includes summary, conclusion and recommended model with expressive recommendation and finally the bibliography and appendixes is attached with the research paper.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. THEORETICAL FRAMEWORK

Service Quality- means the difference between the customer's expectation of service and their perceived service which consists of five dimensions: responsiveness, reliability, tangibility, empathy and assurance. Or it is the ability of an organization to meet or exceed customer expectations (Zeithmal&Bitner, 2003).

Customer satisfaction: **A** person's feelings of pleasure or disappointment that result from comparing a product are perceived performance to expectations (Kotler & Keller, 2012).

SERVQUAL: An instrument for measuring service quality in terms of the discrepancy between customer's expectations regarding service offered and the perception of service received (Glimore, 2003).

Reliability- The ability to perform the promised service dependably and accurately (Mudie&Pirrie, 2006).

Responsiveness – The willingness to help customers and to provide prompt service (Mudie&Pirrie, 2006).

Assurance – The employees' knowledge and courtesy, and the ability to the service to inspire trust and confidence (Mudie&Pirrie, 2006).

Empathy – The caring, individualized attention of the service provider to its customers.

Tangibility – The appearance of physical facilities, equipment, personnel and communication materials (Mudie&Pirrie, 2006).

2.1 Overview of FMCG Trade in Ethiopia

In Ethiopia, the FMCG trade in the retail market is worth of billions of birr's. The majority of the customers in this area of business consist of traditional households and consumers but business-to-business selling is also an important part of the business FMCG. To meet the ever increasing

demand from the business customers the business service model is constantly expanding and changing.

Unilever Ethiopia is focused on 12 brands which has more than 1 billion dollar value each worldwide, Which are LUX, Life boy, Vasilin, OMO, knorr, Axe/Lynx, Dove, Becel /Flora, Lipton, Rexona, Sunsilk and Surf.

2.1.1 Competitors of Unilever in Ethiopian Market

The main competitor in the markets for the cleaning products is Repi with the brand of Rol which has a good market share competing Omo. Other competitors include Star Soap and Detergent Industries (SSaDI) PLC , and East African Tiger Brands. The main tools of competition in the markets include service quality and know-how, price and quality of products, availability and variety of products and marketing communications. The main competitors can have some advantages over one another outside the traditional tools of competition such as better guarantee program for products or more comprehensive bonus systems but these do not give significant competitive edge to any of the competitors.

Star Soap and Detergent Industries (SSaDI) PLC has been in the soap and detergents industry for nearly a decade. Star Soap is a brand that represents the best household, industrial and institutional cleansing product in Ethiopia.

The company is a member of MIDROC Ethiopia Group. They believe that their experts in the production department know and understand what customers need, all cleansing products in each category are tailored and processed to meet those needs of our customers.

They believe that their product meet everyone's need of hygiene and personal care, Through their ability to loosen and remove soil from a surface, they contribute to good personal hygiene; reduce the presence of germs that cause infectious diseases; extend the useful life of clothes, tableware, linens, surfaces and furnishings; and make homes and workplaces more pleasant. They are designed and branded to make consumers feel good, fresh, and energetic, look beautiful, healthy and above all feel alive.

Repi Soap and detergent S. Co. formally known as Repi Soap Factory was established in 1974 by the name Bianil Ethiopia Share Company by foreign investors of Swiss and Greek origin

aiming to produce and distribute powder detergent to the East African market which was dominated by a Uniliver brand OMO.

In order to expand their market share until the implementation of the Expansion Project Program of REPI –B, the company looks committed to investing in capacity building and rehabilitation to fully harness the potential of the current factory.

2.2 Definition of Service and Concept

Service is often seen as a complex phenomenon, many experts opinions about the definition of a service are: a service is an activity or a series of activities which take place in interactions with a contact person or physical machine and which provides consumer satisfaction (Lehtinen, 1983)

According to ZeithamlandBitner (2000)service is all economic activities whose output is not a physical product or construction; service is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, comfort or health). While others define service as any activity of benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product. Grönroos (1990) defines service as an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or good and/or system of the service provider, which are provided as solutions to customer problems.

In addition to the definition of service above services basically deal with economic activities that result not in the form of a physical product or construction, which is usually consumed at the same time and produce value-added solutions or consumer problems (Kvist&Klefsjo, 2006).

2.3 Characteristics of Services

Zeithamland Bitner (2000) mentioned the following characteristics of services: **Intangibility**: the service cannot be touched or viewed, so it is difficult for clients to tell in advance what they will be getting; **Inseparability** of production and consumption: the service is being produced at the same time that the client is receiving it during an Electronic search, or a legal consultation; **Perishable:** unused capacity cannot be stored for future use. For example, spare seats on one airplane cannot be transferred to the next flight, and query-free times at the reference desk cannot

be saved up until there is a busy period. **Heterogeneity** (or variability): services involve people, and people are all different. There is a strong possibility that the same enquiry would be answered slightly differently by different people or even by the same person at different times. It is important to minimize the differences in performance through training, standard-setting and quality assurance. (Zeithaml and Bitner, 2000)

2.4 Understanding the Concept of Quality in Service

According to Hardie & Walsh, (1993,); Sower and Fair, (2005); Wicks &Roethlein, (2009), quality has many different definitions and there is no universally acceptable definition of quality. They claim it is because of the elusive nature of the concept from different perspectives and orientations and the measures applied in a particular context by the person defining it. These variations are caused by the intangible nature of its components since it makes it very difficult to evaluate quality which cannot be assessed physically implying other ways must be outlined in order to measure this quality.

2.4.1 General Impression of Quality

Quality has been considered as being an attribute of an entity as in property and character, a peculiar and essential character of a product or a person as in nature and capacity, a degree of excellence as in grade and as a social status as in rank and aristocracy and in order to control and improve its dimensions it must first be defined and measured (Ghylin et al. 2008).

Some definitions of quality pointed out by different authors point out as follow. "Quality is product performance which results in customer satisfaction freedom from product deficiencies, which avoids customer dissatisfaction" (Juran, 1985), "Quality is the extent to which the customers or users believe the product or service surpasses their needs and expectations" (Gitlow*et al*. 1989). "Quality: the totality of features and characteristics of a product that bear on its ability to satisfy stated or implied needs"– International Standards Organization (ISO).

Quality is the total composite product and service characteristics of marketing, engineering, manufacture and maintenance through which the product in use will meet the expectations of the customer" (Feigenbaum, 1986). "Quality is anything which can be improved" – (Imai, 1986). "Quality is the loss a product causes to society after being shipped" – (Taguchi, 1986)

"We must define quality as "conformance to requirement" (Crosby, 1979). "Quality is the degree or grade of excellence etc. possessed by a thing" – (Oxford English Dictionary). "Quality is defined as the summation of the affective evaluations by each customer of each attitude object that creates customer satisfaction"- (Wicks &Roethlein, 2009). "Quality is the totality of features and characteristics in a product or service that bear upon its ability to satisfy needs" (Haider, 2001).

2.4.2 Service Quality Concepts

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors The relevance of service quality to companies is emphasized here especially the fact that it offers a competitive advantage to companies that strive to improve it and hence bring customer satisfaction. (Ladhari, 2008)

Service quality can be defined as the difference between customer's expectation for service performance prior to the service encounter and their perception of the service received. Customer's expectation serves as a foundation for evaluating service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation (Asubonteng et al. 1996).

Expectation is viewed in service quality literature as desires or wants of consumer i.e., what they feel a service provider should offer rather than would offer (Parasuraman et al., 1988). Perceived service is the outcome of the consumer's view of the service dimensions, which are both technical and functional in nature (Gronroos, 1984).

Parasuraman et al, (1988) define perceived quality as a form of attitude, related but not equal to satisfaction, and results from a consumption of expectations with perceptions of performance. Therefore, having a better understanding of consumer's attitudes will help know how they perceive service quality in S.B.L.S.C. and other public transport service providing companies. The customer's total perception of a service is based on his/her perception of the outcome and the process; the outcome is either value added or quality and the process is the role undertaken by the customer (Edvardsson, 1998).

2.5 Customers Satisfaction

This portion describes the theory concerning customer satisfaction and begins with a definition of the subject. Customer satisfaction and customer expectations are then presented along with different factors has effect on customer satisfaction. The two last sub portions introduce the reader on customer satisfaction monitoring and outcomes of customer satisfaction. The aim of the portion is to give the reader an overview on theory about customer satisfaction and its importance for businesses.

Zeithaml, Bitner and Gremler (2006) define customer satisfaction as the customer's evaluation of a product or a service in terms of whether that product or service has met the customers' needs and expectations. It is assumed that the failure to meet needs and expectations result in dissatisfaction with the product or service. Customer satisfaction and service quality have certain things in common but the relationship between the two concepts can be differentiated. Satisfaction is generally viewed as a broader concept, whereas service quality focuses on dimensions of service. Thus the perceived service quality is a component of customer satisfaction.

Customer satisfaction is conceptualized has been transaction-specific meaning. It is based on the customer's experience on a particular service encounter (Cronin & Taylor, 1992).

Some think customer satisfaction is cumulative based on the overall evaluation of service experience (Jones &Suh, 2000). These highlight the fact that customer satisfaction is based on experience with service provider and also the outcome of service. Customer satisfaction is considered an attitude (Yi, 1990). In the case of public transport service (the case of this study), there is relationships between the customer and the service provider, and customer satisfaction will be based on the evaluation of several interactions between both parties. Therefore we will consider satisfaction as a part of overall customer attitudes towards the service provider that makes up a number of measures (Levesque et.al 1996).

According to Giese & Cote, (2000) clearly state that there is not generic definition of customer satisfaction and after carrying a study on various definitions on satisfaction they came up with the following definition, "*customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post consumption)*". From this

definition, is it clear that the customer's satisfaction will be determined for his/her buying and using experience service and this is supported by (Cicerone et al. 2009) and (Sureshchander et al. 2002) who believe customers' level of satisfaction is determined by their cumulative experiences at all of their points of contact with a supplier organization

2.6 Customers expectations

According to Parasuraman et al. (1988) point out that expectation is viewed differently in both satisfaction literature and service quality literature. In satisfaction literature, expectations are considered as 'predictions' by customers about what is likely to happen during a particular transaction while in service quality literature, they are viewed as desires or wants of consumers, that is, what they feels a service provider 'should' offer rather than 'would' offer.

Satisfaction is dynamic by its nature and may evolve over time when influenced by a variety of factors. In the case of new services or service not previously experienced the customers' expectations may be just forming and will begin to solidify when the customer begins to form his perceptions. (Zeithaml et al. 2006)

Grönroos uses dynamics of expectations study by Ojansalo to describe three different kinds of expectations in customer relationships. The expectations are characterized as fuzzy, explicit and implicit. Fuzzy expectations occur when customers have a problem but do not have a clear understanding of what should be done and they expect the service provider to solve it. In other words the customers feel that something is needed or missing and do not now clearly what would fulfill it and what should be done.

The service provider has an opportunity to satisfy the customer if they can make these expectations explicit for the customer and itself. (Grönroos 2000; Ojansalo 1999), It is important to understand and measure customer's expectations in order to identify any gaps in delivering services with quality that could ensure satisfaction, Negi, (2009). Perceptions of customers are based solely on what they receive from the service encounter (Douglas & Connor, 2003).

The explicit expectations can be divided into realistic and unrealistic expectations and they are clear in the customer's minds in advance of the service. Customers assume that explicit

expectations will be met and that is why it is important for the service provider to help customers adjust the unrealistic expectations into more realistic ones. (Ojansalo 1999)

The implicit expectations refer to parts of services that are so obvious or the customers that they do not consciously think about them and take them for granted as long as they are fulfilled. Dissatisfaction for the customer occurs when the service provider does not meet these expectations and that is why it is important for the service provider to make sure that no implicit expectations remain undetected. (Grönroos 2000,; Ojansalo 1999)

2.7Factors affecting customer satisfaction

Customer satisfaction is multi-dimensional in its characteristics and is affected by different variables including features of services and products, perceptions of service and product quality and price. Other factors may include the customer's emotional state and situational factors such as family members opinion. Zeithaml, Bitner and Gremler (2006) list five determinants for customer satisfaction that are mostly based on different researches and studies of the topic. The first determinant for customer satisfaction is the product and service features that are influenced significantly by the customer's evaluation of product and services. Studies have shown that customers of services will make trade-offs among different service features such as friendliness of personnel versus level of customization. (Zeithaml et al. 2006; Oliver 1997, Ostrom&Iacobucci, 1995)

Customer emotions are another determinant that affect customers perceptions of satisfaction with products and services. Positive emotions of the customer may influence on how they feel about the service in a way that they are more easily satisfied. Negative emotions of the customers on the other hand may carry out to the service they receive causing for example overreactions or negative responds to any little problems. (Zeithaml et al. 2006; Price &Arnould 1995, Liljander&Strandvik 1997)

The third factor affecting customer satisfaction is attributions for service success or failure. In perceived causes of events where customers have been surprised by an outcome of the service both by much better or much worse than expected, the customers tend to look for reasons and their assessments can influence their satisfaction. In many services customers take at least partial responsibility for the outcome. (Zeithaml et al. 2006; Hubbert 1995, Bitner 1990)

Perceptions of equity and fairness also affect customer satisfaction. Customers tend to compare themselves to other customers about the service they receive. Notions of fairness and equity are central to customer's perceptions of satisfaction particularly in service recovery situations. (Zeithaml et al. 2006; Seiders& Berry 1998)

Other people may often influence consumer satisfaction also. For example a holiday trip with family members or friends is a dynamic phenomenon influenced by the reactions and expressions of every individual in the vacation. The satisfaction or dissatisfaction of the participants will be expressed after the trip and it will be influenced by stories and memories that are told. (Zeithaml et al. 2006; Fournier & Mick, 1999)

2.8 Customer Satisfaction Monitoring

Most companies execute systematical monitoring of the customer's satisfaction in order to know how well they treat their customers. Customer satisfaction measurements typically occur when there have been changes for example in companies operations or marketing. Regular monitoring of customer satisfaction is preferable because it is one key to customer retention. The connection between customer loyalty and customer satisfaction however is not proportional. (Kotler, 2012)

In the case of business customers in Unilever Ethiopia the base sample is rather small so getting enough respondents can be difficult. Monitoring the competitor's performance is also important because it may open up different opportunities for the company. For example monitoring the competitor's customer loss rate can give information about customers that have stopped buying or who have switched to another supplier. Other techniques for monitoring competitors can include hiring of mystery shoppers who pose as potential buyers and report strong and weak points of the competitor's service or products during buying process. (Kotler 2012; Morgan, Anderson & Mittal, 2005; Homburg, Koschate& Hoyer, 2005; Jones &Sasser, 1995)

factor that needs to be recognized especially when monitoring customer satisfaction by using grading scales is the fact that customers defined company's performances in different ways. Some customers may have stricter grading scales and other can be more easily satisfied. That is why a bigger amount in sampling gives more reliable information. (Kotler, 2012)

2.9 Marketing Mix Strategy

Cooper (1990) claims the idea that the marketing is essential during this stage and that the company should be right on time and precise with the marketing mix elements: *Product* should have at least the same quality as the other products; *Price* should be big enough to create profit for the company, and low to be attractive for the customers; *Promotion* to develop a promotion plan for the product; *Place* here implies that the company will contact the suppliers, or those who are responsible for getting the product to the customer.

In a product launch process, the company's mission and objectives are defined by the company since the beginning of product planning. The goal of Marketing is to create value for the customers and ensure a profitable relationship with the customers. To accomplish this, a *marketing strategy* is necessary. The marketing strategy defines which is the group of the customers company will serve and how will it be served to this customer group.

The group of customers is defined through segmentation and targeting and the answer on how the company will serve to its customers comes via differentiation and positioning (Kotler, et al. 2013).

After defining the marketing strategy, the company should prepare the marketing mix. The marketing mix is the most important set of marketing tools which companies can use to influence the demand of the customers for its products. This set of tools is collected into a group called the four P´s of marketing (Kotler, et al. 2013)

Figure 1. The marketing mix (Kotler & Keller 2009)

Product is the article which has been developed by a company or manufacturer which desires to sell it to the customer. Product is the main competing item of the company and it is considered to be the heart of marketing mix. If a product does not fulfill the customer needs, or satisfaction, the price, promotion and place will not be able to achieve the marketing target (Akrani; 2010).

Price of the product defines the value of the product to the customer. It is the most important factor which influences the marketing. Price can be determined by several factors such as; product manufacturing cost, market share, target customers, type of the product etc (van Vliet, 2013).

Promotion is all about defining the way how the company will communicate with the customers. The core message is delivered to the customers via defined promotion tools used in sales and marketing. Promotional activities help to differentiate the product from competitors, and create a good relationship with the customers (van Vliet 2013, Akrani, 2010).

Place is considered as distribution channel which is used to deliver the products to customers. However the type of product, which a company offers, influence the way how it should be distributed (Ehmke et al. 2013).

2.10 Empirical Framework

2.10.1 Outcomes of customer satisfaction

Customer satisfaction began to receive a lot of attention when companies discovered that a higher level of customer satisfaction could be linked to customer loyalty and profits. As stated in the previous chapter, the link between customer satisfaction and customer loyalty is not proportional and it tends to be particularly strong only when the customers are very satisfied. This means that the firms should aim to more than satisfy or even delight their customers to ensure loyalty. The ones that aim simply to satisfy customers may not be doing enough. The figure below illustrates the satisfaction and repurchases function. (Zeithaml et al. 2006; Heskett, Sasser& Schlesinger)
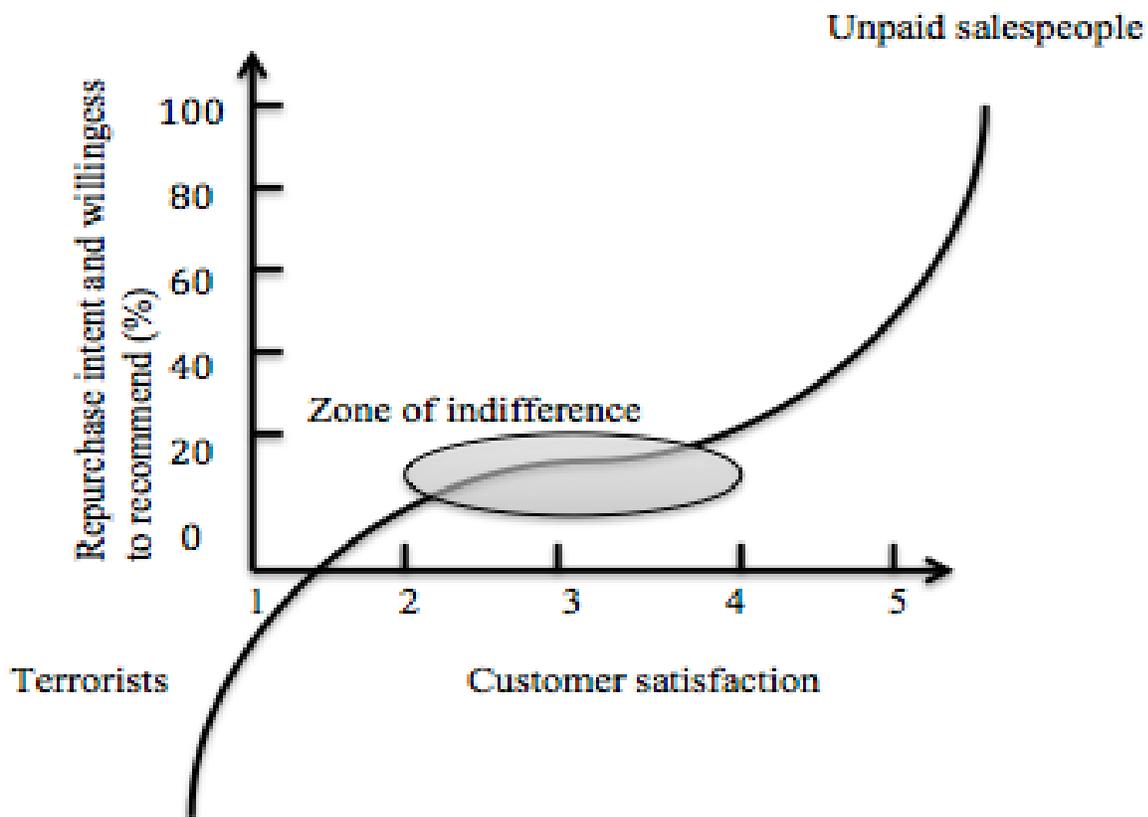
Figure 2. The satisfaction / repurchase function (Grönroos 2000; Hart & Johnson, Marketing management 1999)

The customers in level one are those with very low level of satisfaction and they are likely to abandon the company or even terrorize it by spreading bad word of mouth. Customers at level two to four are in the zone of indifference where they are fairly satisfied but can still easily switch to other companies if a better offer occurs. The very satisfied customers at level five are likely to repurchase and even spread good word of mouth about the company. In addition, high satisfaction or delight may also create emotional bond with the brand or company. (Kotler 2012)

Besides the above-mentioned positive outcomes of customer satisfaction, Kotler (2012) indicate a highly satisfied customer is less sensitive to price, offers product or service ideas to the company and costs less to serve than new customers because transactions can become routine. One research conducted to a company called Xerox discovered that customers giving 5 on a satisfaction scale (very satisfied) were six times more likely to repurchase their equipment than those that gave 4 (satisfied).

2.10.2 Model of Total Perceived Quality

Service quality is a critical element of customer perceptions. In businesses where customer service or services are offered in combination with a physical product (e.g., Unilever) the service quality may be very critical in determining customer satisfaction. (Zeithaml et al. 2006)

Based on kotler Service quality has great impact on customer satisfaction and that is why it is important to know how it is formed. From the customers point of view service quality can be described as totality of features and characteristics that bear on its ability to satisfy stated or implied needs. The service provider on the other hand has delivered quality whenever its service meets or exceeds the customer's expectations. Service quality is a complicated thing to measure because it includes processes where production and consumption cannot be entirely differentiated. To understand how service quality is formed the service provider must first comprehend the aspects that affect the final perceived quality of the customer. (Kotler 2012)

Grönroos model of total perceived quality gives an overview of how quality is formed. The feelings and moods of the customers are not accounted in the model but it still gives quite a

realistic basis for the formation of quality. According to this model the quality for the customers comes from the expected quality that is measured by the experienced quality. The total quality is good when the customers experienced quality meets their expectations. If the customer's expectations are too high because of unrealistic marketing by the service provider for example, then the total perceived quality of the customers would be low. The service provider must thus be careful in marketing so that the company does not fall in to giving promises for the customer that it cannot keep. (Grönroos 2000)
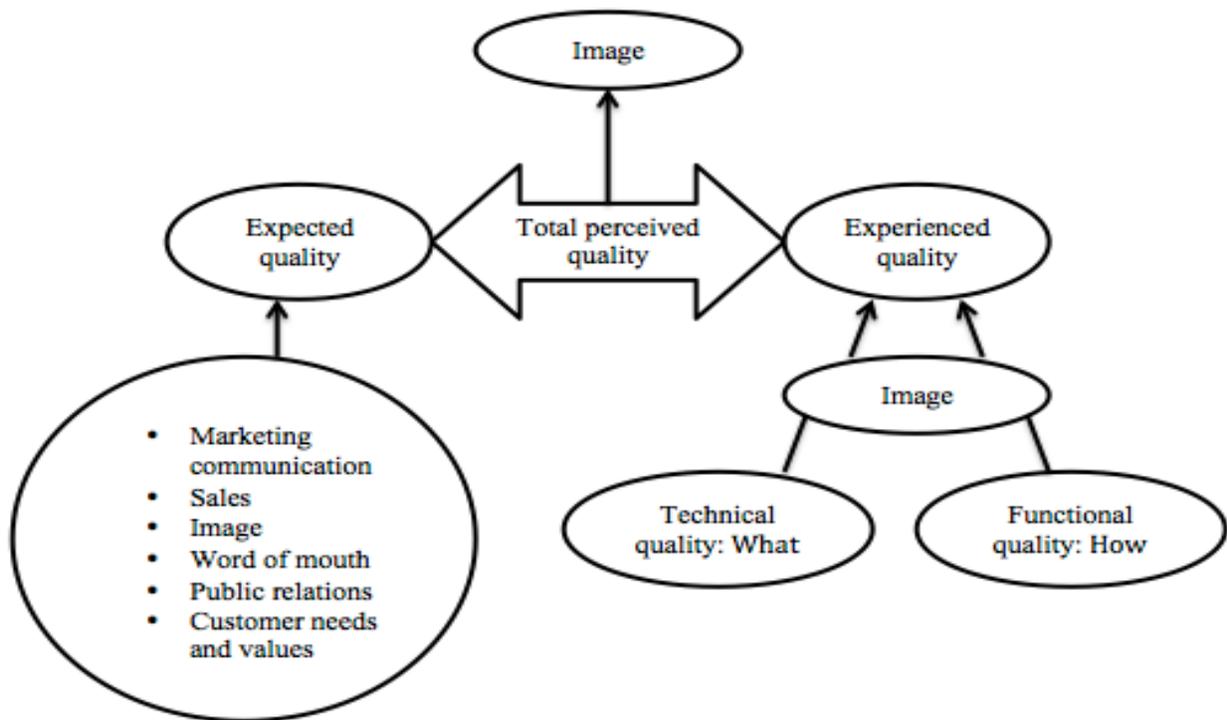
Figure 3. Model of total perceived quality

According to Grönroos it is always better in marketing to keep the promises low and deliver more than was promised. That way the organization can ensure that the promises will be met. (Grönroos 2000) However, the downside of under promising might be a lower number of customers due to the fact that the marketing does not probably sound inviting enough for the customer. For the most part of services it is better to aim for expectations that meet the delivery in an equal way.

2.10.3 SERVQUAL Model

SERVQUAL represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer questions about both their expectations and their perceptions Parasuraman et al., (1988).The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as, satisfaction (Parasuraman et. al., 1988). The difference between expectations and perceptions is called the gap which is the determinant of customers' perception of service quality as shown on figure 1 below
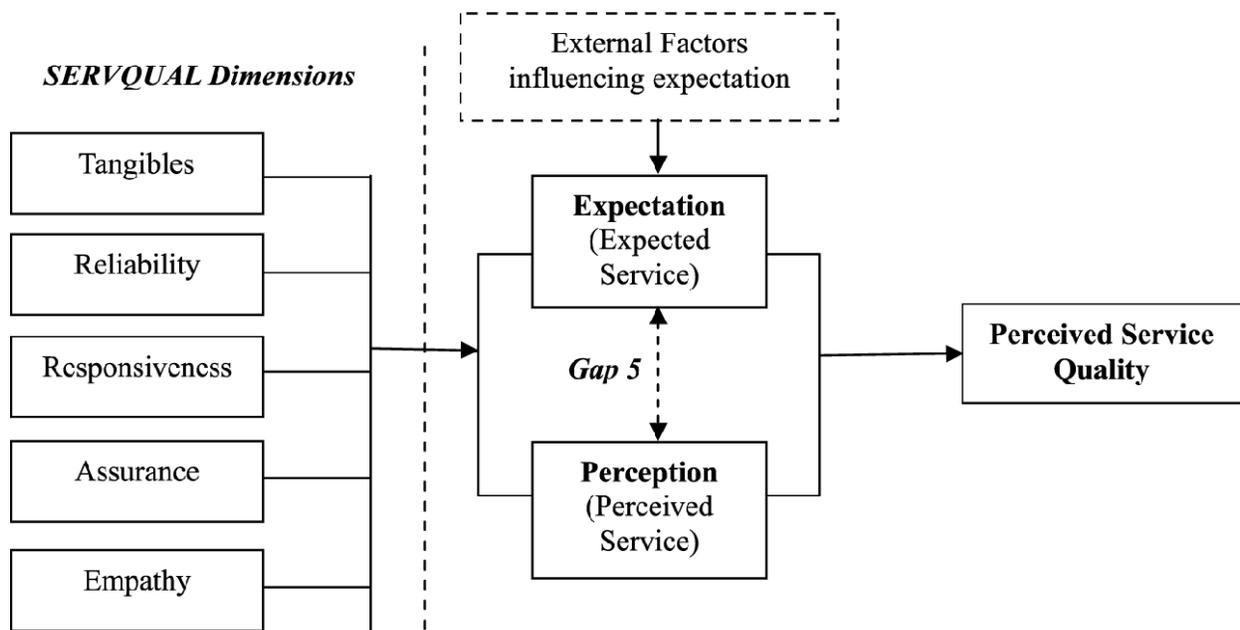
Figure 4 Measuring service quality using SERVQUAL model (Kumar et al, 2009)

The expectations of customers are subject to external factors which are under the control of the service provider as shown on the diagram. The gap 5 on the diagram represents the difference between customers' expectations and customers' perceptions which is referred to as the perceived service quality (kumar et al., 2009).

2.10.4 Criteria for Good Perceived Service Quality

Different researchers Parasuraman, Berry and Zeithaml suggested five labels for measuring service quality: Tangibles, reliability, responsiveness, assurance and empathy. This widely

known concept has since been used in many researches and has seen some modifications and additions along the way.

The seven criteria's of good perceived service quality by Grönroos is an integration of available studies and conceptual work and is mostly based on the original criteria's by Parasuraman, Berry and Zeithaml. The criteria in this model are listed as follow, Professionalism and Skills, Attitudes and Behavior, Accessibility and Flexibility, Reliability and Trustworthiness, Service Recovery, Service cape, Reputation and Credibility. (Grönroos 2000; Parasuraman, Zeithaml, Berry 1985)

The first of these criteria, professionalism and skills, is outcome-related and thus a technical quality dimension. The criteria from 2 to 5 are process-related and represent the functional quality dimension. The service cape criteria following the conceptual work by Bitner, Rust and Oliver is also functional quality dimension. The last criteria, reputation and credibility, is image related and thus fulfilling a filtering function. The seven criteria of good perceived service quality can be viewed as guidelines based on a solid body of empirical and conceptual research (Grönroos, 2000).

2.10.4 Criticisms of SERVQUAL Model

According to (**Buttle, 1996**) Not withstanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms which are detailed below:

2.10.4.1 Theoretical Criticisms of SERVQUAL Model

According to (**Buttle, 1996) Paradigmatic objections**: SERVQUAL is based on a disconfirmation paradigm rather than an attitudinal paradigm; and SERVQUAL fails to draw on established economic, statistical and psychological theory. **Gaps model**: there is little evidence that customers assess service quality in terms of P– E gaps. **Process orientation**: SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter. **Dimensionality**: SERVQUAL's five dimensions are not universal; the number of dimensions comprising service quality is contextualized; items do not always load on to the factors which

one would a priori expect; and there is a high degree of inter-correlation between the five dimensions (Reliability, assurance, tangible, empathy and responsiveness).

2.10.4.2 Application of the SERVQUAL Model in Different Contexts

Kumar et al (2009) used the SERVQUAL model in a research to determine the relative importance of critical factors in delivering service quality of banks in Malaysia (Kumar et al., 2009). In this article they modified the SERVQUAL model and considered six dimensions; tangibility, reliability, responsiveness, assurance empathy and convenience and these consist of 26 statements. They considered convenience because it is an important determinant of satisfaction for banking customers in Malaysia and contributes very highly in the customers' appreciation of the quality of services offered by the bank (Kumar et al, 2009). The respondents are asked questions based on the 26 statements and they seek to know about their expectations and experience. They carried this study on banking customers regardless neither of which bank you use nor how you do your transactions, could be domestically, internationally among others (Kumar et al, 2009).

After they carried out their study they realized that there are four critical factors; tangibility, reliability, convenience and competence. These variables had significant differences between expectations and perceptions with tangibility having the smallest gap and convenience has the largest gap. They end up with the recommendation that banks need to be more competent in delivering their services and fulfilling the assurance of customers and providing the banking services more conveniently (Kumar et al, 2009).

Badri et al., (2003) made an assessment and application of the SERVQUAL model in measuring service quality in information technology center. For their research gap they used a larger sample which also differs from other studies that addressed the dimensionality problem of the IT centre-adapted SERVQUAL instruments. The second gap was to identify the gaps in service quality in the IT centers in the three institutions of higher education in the United Arab Emirates. Their findings showed that there was an inadequacy of dimensions for a perfect fit. On the other hand, based on their feedback, respondents felt that SERVQUAL is a useful indicator for IT center service quality in institutions of higher education. SERVQUAL identified gaps in service quality

for the three institutions. Empirical results of SERVQUAL scores for the IT centers in the three institutions are also presented.

Negi, (2009) used the model to determine customer satisfaction through perceived quality in the Telecommunication industry and found out that reliability, empathy and network quality proved to significantly effective in contributing to overall service quality and overall customer satisfaction with mobile services.

2.11 Conceptual Framework

2.11.1 Relationship between Service Quality and Customer Satisfaction

All along the author has been trying to understand quality of services, quality of products, and satisfaction both in the arena of comfort and in terms of utility. That is, the product or service fulfilling the actual purpose for which it was made and bought. This is, however, very important but the fore mentioned intricacies about satisfaction cannot be under looked.

According to authors Sureshchandar et al., (2002), customer satisfaction should be seen as a multi-dimensional construct just as service quality meaning it can occur at multi levels in an organization and that it should be operationalized along the same factors on which service quality is operationalized.

Parasuraman et al., (1985) suggested that when perceived service quality is high, then it will lead to increase in customer satisfaction. He supports that fact that service quality leads to customer satisfaction and this is in line with Saravana& Rao, (2007) and Lee et al., (2000), who acknowledge that customer satisfaction is based upon the level of service quality provided by the service provider.

According to the finding of Negi, (2009), the idea of linking service quality and customer satisfaction has existed for a long time. He carried a study to investigate the relevance of customer-perceived service quality in determining customer overall satisfaction in the context of mobile services (telecommunication) and he found out that reliability and network quality (an additional factor) are the key factors in evaluating overall service quality but also highlighted that tangibles, empathy and assurance should not be neglected when evaluating perceived service quality and customer satisfaction. This study was based only on a specific service industry

(mobile service) and the author of this study thinks that it is very important to identify and evaluate those factors which contribute significantly to determination of customer-perceived service quality and overall satisfaction.

Fen &Lian, (2005) found that both service quality and customer satisfaction have a positive effect on customer's re-patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market. This study proved a close link between service quality and customer satisfaction.

In other way Su et al., (2002) carried a study to find out the link between service quality and customer satisfaction, from their study, they came up with the conclusion that, there exist a great dependency between both constructs and that an increase in one is likely to lead to an increase in another. Also, they pointed out that service quality is more abstract than customer satisfaction because, customer satisfaction reflects the customer's feelings about many encounters and experiences with service firm while service quality may be affected by perceptions of value (benefit relative to cost) or by the experiences of others that may not be as good.

Another study in Jiangsu province, China seeking to find out the differences in food preferences between students of different socio-demographic backgrounds and characteristics stated in their literature that societal and cultural factors as well as environmental and indigenous factors shape children's food choices, Shi et al., (2005 p.1440). This makes them appreciate food quality differently and often because they are not used to it, or they do not like it at all or because of some traditional beliefs associated with the different demographic characteristics. It is however a little contradiction but it is a depiction of the complexities in the concept of satisfaction that some researchers seek to explain.

Curry et al., (2002, p.197) in an attempt to assess the quality of physiotherapy services used the SERVQUAL model and three physiotherapy services in Dundee, Scotland. They considered the ten original criteria for evaluation and combined them into five; tangibles, reliability, responsiveness, assurance (including competence, courtesy, credibility, and security) and empathy (including access, communication, and understanding). The quality gap is measured with these five dimensions with the application of an adaptable 22 item survey instruments. The

survey involves questions relating to customers' expectations and perceptions. They sought to measure five gaps developed by Parasuraman et al., (1985).

They found out that the services were highly appreciated by customers even though they realized that the perception gaps were slightly negative and the services could be improved. Their studies proved that assurance and empathy were very important in their research. In spite of the criticisms of the SERVQUAL model they confirm its potential applicability in measuring service quality in the public sector to determine consumer priorities and measure performance. (Parasuraman et al, 1985).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Approach and Design

According to Babie (2009) there are three types of studies according to their purpose: exploratory, descriptive and explanatory. The first one is used in order to clarify some concepts, find explanations, assess phenomena or seek for new insights. The main goal for such research is to develop a theory. Such kind of research is known as a very flexible one. Second type of research, the descriptive one, seeks to describe people, events or situations. The researcher must have a clear picture of phenomena before conducting the research. Thus all required changes must be done before the process of research has started. The last type, explanatory research, provides the cause and effect relationships between variables (Babie, 2009)

The main goal of this research is to find facts how the service quality of UNILIVER Ethiopia ltd satisfy business customers and make them buy the product in the future, In addition this study tray to show SERQUAL model implication in the company. The research that seeks to clarify the relevant theory and understand the problem classified under descriptive research so that this study used descriptive research design method. Because it would enable the student researcher to gather and show bright information and provide information for formulating more sophisticate revision. In addition Descriptive researches are valuable in: providing facts on which scientific judgments may be based, providing essential knowledge about the nature of objects and persons, for closer observation into the practices, behavior, methods and procedures, playing a large part in the development of instruments for the measurement of many things, formulating of policies in the local, national or international level (Calmorin and Calmorin; 2007)

Quantitative research allows aggregating, comparing and summarizing the data, it gives possibilities of a statistical analysis, ranging the data and implementing different mathematical models. Thus quantitative research provides numbers instead of words in order to measure some quality (Babbie, 2009).

Based on the fact that the objective of this research is to realize service quality and customer satisfaction level using the SERVQUAL model case Unilever ETHIOPIA ltd, primarily

qualitative research was chosen as a research method but it's not mean that quantitative research method is forgotten because student researcher use quantitative method to support the interview response and also increase reliability, accuracy of the finding by distribute questionnaire for business customers and consider it as "voice of business consumer". So that student researcher has applied both the quantitative and qualitative methods. The qualitative help to interpret ideas which gather through open ended question, this aid in addressing the respondents ideas which might been raised in the cloth ended questions so as to have a wide perspective of business customers interest, also It allowed student researcher to understand this process more deeply and get in-depth information from interviewees, moreover this approach gave researcher an opportunity to ask additional questions that could appear during the interviews. Finally, qualitative research was more appropriate for this research due to its nature: it is not reviewing the cause and effect of a problem, but it is more associated with understanding and making sense of it.

In addition student researcher gathered data from business customers of the company who purchase the company products by using questionnaire. As result, quantitative measurement method used to interpret responses which were gathered through close ended question, So that the final suggestions are not based only on the literature review but are also supported by B2B judgment of the company. By cross checking qualitative and quantitative data response student research come up with trustful, relevant and reliable conclusion and recommendation.

3.2 Population, Sample Technique, and Sample Size

3.2.1. Population

Marketing manager and employers who participate on distributing the company products are considered as major target population of the study. Interview with the marketing manager considered as main source of data. The other participants of this study were retailers, wholesalers, pharmacy, cosmetics shops, super markets, and other. As long as the company has no registered or list of business customers, student researcher forced to declare Resellers size is infinite, or it is difficult to list down all population of business customers, so that only selected B2B were participant of this study. Student researcher believe those participant resellers are representative and increase reliability, accuracy, trustfulness of the finding and also help to

understand clear observation of the facts about customers satisfaction level and service quality of the company.

3.2.2. Sample Technique

In order to find a proper sample technique, one out of two approaches should be chosen: probability or non-probability sampling approach. The main difference between two of these techniques is the fact that in the first case the chance of each unit being selected from the population is known and usually this chance is equal for all units. In contrast, the probability of each unit from the non-probability population is not known, so generalization will be done not on statistical grounds (Saunders, 2007). Often qualitative researches are associated with usage of non-probability sampling, even though probability sampling is used sometimes as well (Bryman, 2007).

Since UNILEVER ETHOPIA ltd has large number of business customers in Addis Ababa it makes difficult for student researcher to manage and list all population, so that student researcher conducted non-probability sampling approach. Among the non-probability approach student researcher used convenience sampling technique because it uses for testing and gaining idea or rough impression about subject of interest and also student researcher meet respondent resellers inside their shop because it's the perfect place to get the right consumers at right time.

3.2.3. Sample Size

Based on the recommendation provided by Yamane (1967), with respect to non-probability sampling approach when the population of the study is not defined and for large population size, although tables can provide a useful guide for determining the sample size, you may need to calculate the necessary sample size for a different combination of levels of precision, confidence, and variability. When the population is more than 100,000 for Precision (e) of ±6% and Where Confidence Level is 95% and P=0.5 and to determining sample size (no) it's applicable to use one of several formulas (Yamane, 1967).

For populations that are large, Cochran (1963) developed the Equation to yield a representative sample for proportions. Which is valid where (no) is the sample size, Z is the abscissa of the normal curve that cuts off an area α at the tails (1 - α equals the desired confidence level, e.g.,

95%), e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population, and q is 1-p. The value for Z is found in statistical tables which contain the area under the normal curve (1.96).

$$n_0 = \frac{Z^2 pq}{e^2}$$

So that student researcher by use recommendation of (cochran; 1963) determine sample size as follow. Taking 95 % confidence level Z is termed to be 1.96, with a precision of ±6% and assuming p=0.5 and q is 0.5 Putting the figures in the equation the sample size is determined to be 266. This means that two hundred sixty six (266) business customer respondents have been taken as a reliable sample size for this study but only 265 questionnaires were collected because of different reasons as long as 99 % of the questionnaires are returned the final conclusion is depend on 265 respondents. In addition Based on the recommendation provided by Malhotra (2006) with respect to non-probability sampling, when the population of the study is not defined and for large population size, student researcher can use minimum size of 200 as a sample so that 265 found valid for this study.

3.3 Type of data Collected

Student researcher employed both primary and secondary data for this study. The primary data collected from business customers by using questionnaire and also interview with the marketing manager of Unilever Ethiopia ltd, In addition to the primary data student researcher also used secondary data that obtained from different sources and publications such as book, journal, and articles.

3.4 Method of data Collection

Methods and approaches of qualitative data analysis depend on the nature and purpose of the research (Babbie; 2009). Kent highlights such qualitative research methods as interviews, observation, ethnography, consultation and focus groups (Kent, 2007).

To get firsthand information which is important for this study, student researcher collects the primary data through guide interview. The interviews were conduct with the company's marketing manager. Interviews as a main source of primary data were chosen in view that this data collection technique was able to provide serious, detailed and valuable information. Moreover by conducting structure interviews student researcher keep the right focus on research topic.

In addition to the interview, 265 questionnaires which contain open and close ended questions were distributed from business customers of unilever Ethiopia; in a sense that student researcher gathered primary data from B2B who purchase the company's product to sell it for those final consumer who use it for personal consumption, student researcher gather information by using B2B questionnaire and for ethical purpose the student researcher has explained the purpose of the research to make the respondents feel confident enough in providing the necessary information.

3.5 Data Analysis Method

Data was entered in SPSS and arranged for statistical analysis. After that student researcher interpret the results so as the information can be put in use of decision making and been help full for understanding the service quality and satisfaction level of business customers.

After reviewing the literature from different sources and by considering SERVQUAL model, student researcher studies the current situation of the Company. The qualitative review conducted with the marketing manager were used for better understanding of how the company is managing the SERVQUAL model, and what is expected to being developed in the near future to increase customers satisfaction level. Qualitative data analysis specifically narrative was used to analyze the response obtained from open ended questions and interview all collected data is firstly analyzed and then paired with the literature implication. The data, which was gathered through closed ended questions, was analyzed using the statistical tools which include percentages, frequency, mean, standard deviation, variance and correlations. The data, which was gathered through open ended questions, was narrated to support the findings of quantitative once.

Other important data, which are essential for the results of this study, comes from B2B relation by using questionnaire; in addition to interview with the company employees student researcher includes external opinions from customers. The experience and interaction with the B2B makes the finding very valuable for the outcome of this report. The feedback received during the gathering process from the resellers regarding Company service quality and satisfaction level has been collected and used as "the voice of the customer" and put in terms of frequency, percentage, standard division and variance has been presented in table.

3.6 Reliability Test

As Andrew, Pedersen, and McEvoy, (2011) adopted from (Nunnally and Bernstein, 1994), a popular method for measuring the internal consistency reliability a group of items is cronbach's alpha coefficient, often referred to as simply cronbach's alpha or cronbach's α. In short, cronbach's alpha measures how well a set of variables or items measures a single, uni-dimensional latent construct. It is essentially a correlation between the item responses in a questionnaire; assuming the statistic is directed toward a group of items intended to measure the same construct, cronbachls alpha values will be high when the correlations between the respective questionnaire items are high. Cronbach's alpha values range from 0 to1, and, in the social sciences, values at or above 0.7 are desirable, but values well above 0.9 may not be desirable as the scale is likely to be too narrow in focus.

Item	Cronbach alpha	Number of items
All Variables	0.855	16
Reliability	0.753	4
Assurance	0.728	3
Tangibility	0.740	3
Empathy	0.801	3
Responsiveness	0.804	3

The data on the above table shows that all cronbachs' alpha variables result is 0.855 this shows that the questionnaire variables considered on this research is reliable. Regarding on the general service quality impact on customer satisfaction the cronbachs' alpha shows 0.753 this implies that the result of the questionnaire variables are reliable, and one of the dimension that is assurance show 0.728 The third item that is tangibility of the service that affect customers satisfaction choice, the cronbachs' alpha result is 0.740 this implies that the result also complement the reliability of the questionnaire variables and 0.801, 0.804 reflect empathy and responsiveness so that the totality of the questionnaire is reliable.

CHAPTER FOUR

ANALYSIS OF QUALITATIVE AND QUANTITATIVE DATA

This part of the research paper deals with analysis and interpretation of the collected data through questionnaires (open ended and close ended questions).

Questionnaires were distributed to business customers of Unilever Ethiopia ld. Out of 266 copies of questionnaires distributed 265 has been filled out thoroughly and returned, the rest could not be collected for different reasons. The data, which was gathered through closed ended questions, was analyzed using the statistical tools which include percentages and frequency, mean, standard deviation, variance and the data, which was gathered through open ended questions, was narrated to support the findings of quantitative once.

4.1. Quantitative Analysis

4.1.1. General Profile of Respondents

From the data collected 174 (64.7 %) from the total of 265 respondents are males whereas the rest 91 (33.8 %) respondents are females. This shows that males purchase the company products than women customers. Regarding the age structure of respondents 204 (75.8 %) are in the age 18-35, respondents age of 36-45 count to be 33 (12.3 %), 28 (10.4 %) of the respondents are in the age of 45 and above. This implies that the majority of respondents who purchase the Unilever products are under the age category of 18-35 this is good advantage for the student researcher finding because peoples in this age are more responsible and rational on their behavior than other age group because they are near for education background to know the effect of service quality on customer satisfaction.

 In this measurement student researcher tray to show how long the respondents purchase Unilever Ethiopia products per month, from the data gathered from 264 consumers, 89 of them were purchase the company products 1-3 times a month, and also 108 of them 3-6 times, 67 respondents from 264 purchase the company product 6 and more times a month that means they are fast sellers.

Concerning the educational background of respondents, 5.9 % of respondents are wright and read, 7.1 % and 15.2 % of them are elementary and high school completed respectively, 17.5 % of them categorized in a group who have diploma, 43.5 of the respondents are first degree holders, and the last 9.3 % of respondents are second degree and above. In addition student researcher tray to observe the demographic characteristic of resellers and ask What kind of reseller they are and 31, 43, 68, 69,13, 22, 19 were respectively Wholesaler, supermarket, shop, pharmacy, agent, barber shop, other this show ordinary shops and pharmacy take the majority share of the company also those who don't have shop take the least share.

4.2. Service Quality Impression on Customers Satisfaction

4.2.1 Analysis and Interpretation of Reliability Impression on Customer satisfaction

Table 1 Service Reliability of the Company

quality

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	22	8.3	8.3	8.3	43683	1.74661	3.051
	Disagree	21	7.9	7.9	16.2			
	Slightly Disagree	13	4.9	4.9	21.1			
	Neutral	42	15.8	15.8	37.0			
	Slightly Agree	63	23.8	23.8	60.8			
	Agree	73	27.5	27.5	88.3			
	Strongly Agree	31	11.7	11.7	100.0			
	Total	265	100.0	100.0				

order

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	16	6.0	6.1	6.1	4..8511	1.65304	2.733
	Disagree	11	4.2	4.2	10.3			
	Slightly Disagree	19	7.2	7.3	17.6			
	Neutral	56	21.1	21.4	38.9			
	Slightly Agree	48	18.1	18.3	57.3			
	Agree	72	27.2	27.5	84.7			
	Strongly Agree	40	15.1	15.3	100.0			
	Total	262	98.9	100.0				
Missing	99.00	3	1.1					
Total		265	100.0					

service

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	31	11.7	11.8	11.8	4.8327	1.83752	3.376
	Disagree	8	3.0	3.0	14.8			
	Slightly Disagree	9	3.4	3.4	18.3			
	Neutral	35	13.2	13.3	31.6			
	Slightly Agree	71	26.8	27.0	58.6			
	Agree	61	23.0	23.2	81.7			
	Strongly Agree	48	18.1	18.3	100.0			
	Total	263	99.2	100.0				
Missing	99.00	2	.8					
Total		265	100.0					

price		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	40	15.1	15.2	15.2	4.2197	1.94740	3.769
	Disagree	15	5.7	5.7	20.8			
	Slightly Disagree	36	13.6	13.6	34.5			
	Neutral	47	17.7	17.8	52.3			
	Slightly Agree	42	15.8	15.9	68.2			
	Agree	50	18.9	18.9	87.1			
	Strongly Agree	34	12.8	12.9	100.0			
	Total	264	99.6	100.0				
Missing	99.00	1	.4					
Total		265	100.0					

From the table we can see that 31 (11.7 %) have strongly agreed and 73 (27.5 %) have agreed and 63(23.8 %) slightly agreed that the products quality is good compared to competitors products, in other way 22 (8.3 %) strongly disagree, 21(7.9 %) disagree and 13(4.9 %) slightly disagree on the issue that student researcher ask whether the product is better than competitors, while the rest 42 (15.8 %) were neutral. The mean value which is 4.68 approaches to 5 indicating that majority of the respondents says that the product quality of Unilever Ethiopia is better than competitors and they are really satisfied by it. In addition to this the SD and Variance is 1.74 and 3.05 respectively. This implies that the majority of response has far value from the response of the average respondents so student researcher conclude that Unilever Ethiopia must check out the product quality as long as this thesis focus on only service quality influence on customer satisfaction can't decide whether the product is quality or not but it have some implication for the Unilever Ethiopia.

From the total of 265 respondents with 3 missing response; 46 respondents from the total 262 that is 17.4 % answered negatively, and in reverse 160 of them 60.4 % had responded positively that means that if they can order products easily it will be joyful for resellers. While the rest 56 of the respondents that is 21.1 % were neutral and they don't even want to think about or ordering the product cant affect their satisfaction level at all. The mean value which is 4.68 cloths to 5 indicating that, the respondent's resellers slightly expect it will be joyful for resellers if Unilever Ethiopia ltd performs some efforts that can facilitate product order while they are in shop or office. In addition to this the SD is 1.7 and variance of 3 this implies that the response of

the respondents are not conflicting or they are not more move away from the response of the normal respondent. One can conclude from this that the respondents are consistent on this issue even those resellers who are neutral may enjoy this order system in the future also it may help them to become satisfied and loyal customer of the Unilever Ethiopia.

Even if there are 2 missing response; 48 respondents from the total 263 that is 18.1 % answered negatively, and in reverse 180 of them 67.9 % had responded positively that means the additional service provide by Unilever will satisfy respondent customer to the fullest. While the rest 32 of the respondents that is 13.2 % were neutral and they reflect the service that the company serve does not affect customer relationship and satisfaction level. The mean value which is 4.83 cloths to 5 indicating that, the respondents majority of them agree and they expect some special treatment from Unilever Ethiopia to satisfy their request right the first time, one can conclude from this that the respondents are consistent on this issue and they have some positive background and knowledge about the service they will get from Unilever Ethiopia before they serve the service and this high expectation will affect their satisfaction level if the staff don't treat them like they imagine to be treated and offer them additional service like free transportation. In addition to this the SD is 1.8 and variance of 3.3 this implies that the responses of the respondents are conflicting or they are more away from the response of the minority respondent.

From the data gathered if the company price is fair compared to other competitors and make resellers satisfy we can see that 34 (12.8 %) have strongly agreed and 50 (18.9 %) have agreed and 42 (15.8 %) slightly agreed that the Unilever provide them good quality products with lowest price than competitors and this feature make customers satisfy to the fullest. In other way 40 (15.1 %) strongly disagree, 15 (5.7 %) disagree and 36 (13.6 %) slightly disagree on the same issue and believe the price is not fair and still they have the access to get similar products from competitors and get better profit while the rest were neutral 47 (17.7 %) about the price matter. The mean value which is 4.2 approaches to 4 indicating that mainstream of the respondent, Hence one can conclude from this that, there is consistency among the respondents that show the B2B relation between resellers and Unilever will be smooth if the can offer lower price to customers and the can get competitive advantage over competitors to support this interpretation more the SD and Variance is 1.9 and 3.9 respectively implies that the majority of response has

near value from the response of the average respondents so there is no that much gap on customers about the price issue.

4.2.2 Analysis and Interpretation of Assurance Impression on Customer satisfaction

Table 2 Employees Guarantee to Customers

transaction

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	71	26.8	27.1	27.1	4.0229	2.1857	4.781
	Disagree	15	5.7	5.7	32.8			
	Slightly Disagree	4	1.5	1.5	34.4			
	Neutral	35	13.2	13.4	47.7			
	Slightly Agree	51	19.2	19.5	67.2			
	Agree	56	21.1	21.4	88.5			
	Strongly Agree	30	11.3	11.5	100.0			
	Total	262	98.9	100.0				
Missing	99.00	3	1.1					
Total		265	100.0					

polite

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	8	3.0	3.0	3.0	5.2129	1.54089	2.374
	Disagree	5	1.9	1.9	4.9			
	Slightly Disagree	31	11.7	11.8	16.7			
	Neutral	22	8.3	8.4	25.1			
	Slightly Agree	74	27.9	28.1	53.2			
	Agree	59	22.3	22.4	75.7			
	Strongly Agree	64	24.2	24.3	100.0			
	Total	263	99.2	100.0				
Missing	99.00	2	.8					
Total		265	100.0					

purchase

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	20	7.5	7.6	7.6	5.0038	1.88550	3.555
	Disagree	23	8.7	8.7	16.3			
	Slightly Disagree	4	1.5	1.5	17.8			
	Neutral	46	17.4	17.4	35.2			
	Slightly Agree	38	14.3	14.4	49.6			
	Agree	62	23.4	23.5	73.1			
	Strongly Agree	71	26.8	26.9	100.0			
	Total	264	99.6	100.0				
Missing	99.00	1	.4					
Total		265	100.0					

From the total of 265 respondents with 3 missing response; 90 respondents from the total 262 that is 34 % answered negatively, in reverse 137 of them 51.6 % had responded positively that means that business customers of the UNILEVER feel safe when they are doing business transactions with the company sales persons. While the rest 35 of the respondents that is 13.2 % were neutral and they don't expect harsh or smooth relation with staff members all they expect is standard transaction with them. The mean value which is 4 that, the majority of respondents expect a perfect and proficiency relationship with staff members can conclude from this the respondent resellers are more stable on this issue also the mean value show us there is equal probability that customers of Unilever Ethiopia may satisfy or dissatisfy in the near future that depends on the staff relation with resellers accumulation the mean finding the SD is 2.1 and variance of 4.7 this implies that the response of the respondents are more move away from the response of the majority respondent this implies still there are some customers who are not comfortable when they do B2B business interaction with Unilever staff members.

Even if there are 5 missing response from total 265 questionnaire; 44 respondents from the total 263 that is 16.6 % answered negatively and reflect the Sales persons are not polite and this behavior make the disappointed also affect their satisfaction level negatively, and in reverse 197 of them 74.4 % had responded positively that means that business customers of Unilever Ethiopia Staff are always polite even if they face some violent customers. While the rest 22 of the respondents that is 8.3 % were neutral about the issue that they asked about the politeness of sales persons. The mean value which is 5.2 indicating that, the popular respondents of them settle in same side and they imagine staff members are polite and they have full confidence on their professionalism, In totaling this finding the SD is 1.5 and variance of 2.3 implies that the response of the respondents are not conflicting or they are not away from the response of the minority respondent.

From the table we can see that 20 (7.5 %) have strongly disagreed and 23 (8.7 %) have disagreed and 4 (1.5 %) slightly disagreed and this response reflect that It is not easy for 47 business customers respondents to find and purchase the product of Unilever Ethiopia this subject matter affect their customers satisfaction negatively, in other way 71 (26.8 %) strongly agree, 62 (23.4 %) agree and 38 (14.3 %) slightly agree on the issue and reflect It not big deal to find and purchase the product of Unilever Ethiopia and while the rest 46 (17.4 %) keep their comment

neutral from the above two groups. The mean value which is 5 in addition to this the SD and Variance is 1.8 and 3.5 respectively this show majority of response has different views from the average defendants. Even if majority of the respondents find Unilever products in the market still there are some business customers who can't access the market and purchase the company products to fulfil their consumers need and want because of this 47 respondents are really dissatisfied with it.

4.2.3 Analysis and Interpretation of Tangibility Impression on Customer satisfaction

Table 3 Tangibility of the Service

clothe							
	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	34	12.8	12.8	12.8	4.4868	2.05806	4.236
Disagree	26	9.8	9.8	22.6			
Slightly Disagree	27	10.2	10.2	32.8			
Neutral	33	12.5	12.5	45.3			
Slightly Agree	32	12.1	12.1	57.4			
Agree	61	23.0	23.0	80.4			
Strongly Agree	52	19.6	19.6	100.0			
Total	265	100.0	100.0				

attention							
	Frequency	Percent	Valid Percent	Cumulative Percent			
Valid	Strongly Disagree	42	15.8	16.1	16.1	3.9425	2.07563	4.308
Disagree	50	18.9	19.2	35.2			
Slightly Disagree	27	10.2	10.3	45.6			
Neutral	17	6.4	6.5	52.1			
Slightly Agree	38	14.3	14.6	66.7			
Agree	61	23.0	23.4	90.0			
Strongly Agree	26	9.8	10.0	100.0			
Total	261	98.5	100.0				
Missing 99.00	4	1.5					
Total	265	100.0					

cars							
	Frequency	Percent	Valid Percent	Cumulative Percent			
Valid	Strongly Disagree	54	20.4	20.5	20.5	4.1179	2.18718	4.784
Disagree	23	8.7	8.7	29.3			
Slightly Disagree	37	14.0	14.1	43.3			
Neutral	17	6.4	6.5	49.8			
Slightly Agree	27	10.2	10.3	60.1			
Agree	66	24.9	25.1	85.2			
Strongly Agree	39	14.7	14.8	100.0			
Total	263	99.2	100.0				
Missing 99.00	2	.8					
Total	265	100.0					

From the table we can see that 34 (12.8 %) have strongly disagreed and 26 (9.8 %) have disagreed and 27 (10.2 %) slightly disagreed and reflect their believe that is they don't care about the staff or sales persons clothing style as long as they work hard but 52 (19.6 %) strongly agree, 61 (23 %) agree and 32 (12.1 %) slightly agree and these 145 business customers have agreed and say Staffs' clothing must be proper cause when it's neat and standardized they will be happy and increase the trustfulness of the company. As the theory suggest physical evidence and people are the key features to make the service tangible but still the response show some consumer's satisfaction level may affect negatively by the sales persons dressing. while the rest were neutral 33 (12.5 %) on the issue that shows this participant don't even have time to observe, expect and care about the staff dressing all they need is to get the products at the right time and right place. The mean value which is 4.4 indicating that majority of the respondents expect the Staffs' will be neat and smartly tailored cloths. In addition to this the 2 SD and 4.4 Variance suggests there is huge gap on the issue so that what business customers reflect must be considered by the company and must provide neat and standardized uniform for the sales persons because student researcher observe majority of participants well understand the benefit of standardization and may affect by physical evidence of service that include dressing of service provider,

Still there are 4 or 1.5 % response that are unhelpfully respond from total 100 % or 265 questionnaires distributed and only 98.5 % or 261 found valid after all 119 that is 44.9 % respondents answered hazardously and in reverse 47.1 % had responded positively that show the staffs give them individualized attention while the rest 17 or 6.4 % of the respondents were neutral on this issue. The mean value which is 3.9 that, the widespread respondents settle in same side and they imagine about the question that student researcher ask whether Unilever staffs give them individualized attention and understand that not giving individual attention make them not feel friendly and it affect business customers satisfaction level negatively. To see the general over view of the response and to support the finding student researcher tray to show by SD is that is 2 and variance of 4 that proposes the reply of the defendants are opposing or they are more move away from the comeback of the slighter respondent.

Even if there are 2 missing response from total 265 questionnaires dispersed student examiner found only 263 valid from the total of respondent, after all 114 respondents answered critically and suggest the company must have good cars to distribute the products cause the vehicle

performance affect delivery time and product safety, in reverse 132 had responded positively that means that respondent satisfy and found the vehicles of Unilever Ethiopia are attractive, neat and well maintained. While the rest 17 of the respondents were neutral and don't even care about this issue at all. The mean value which is 4 indicating that, the widespread respondents settle in same side and they imagine Unilever vehicles are attractive, neat and friendly with the product they distribute to support the finding student researcher tray to show by SD is that is 2.1 and variance of 4.7 that suggests the answer of the respondents are contradictory or they are more move away from the response of the smaller respondent so that Unilever Ethiopia must focus on this variable because it will affect customers satisfaction level and destroy B2B interaction with its customers.

4.2.4 Analysis and Interpretation of Empathy Impression on Customer satisfaction

Table 4 Empathy of Employees to Customers

interest		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	9	3.4	3.4	3.4	5.0113	1.55574	2.420
	Disagree	6	2.3	2.3	5.7			
	Slightly Disagree	32	12.1	12.1	17.7			
	Neutral	47	17.7	17.7	35.5			
	Slightly Agree	52	19.6	19.6	55.1			
	Agree	70	26.4	26.4	81.5			
	Strongly Agree	49	18.5	18.5	100.0			
	Total	265	100.0	100.0				

benefit		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	32	12.1	12.2	12.2	4.5382	1.97214	3.889
	Disagree	18	6.8	6.9	19.1			
	Slightly Disagree	27	10.2	10.3	29.4			
	Neutral	39	14.7	14.9	44.3			
	Slightly Agree	40	15.1	15.3	59.5			
	Agree	58	21.9	22.1	81.7			
	Strongly Agree	48	18.1	18.3	100.0			
	Total	262	98.9	100.0				
Missing	99.00	3	1.1					
Total		265	100.0					

knowledge		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	Strongly Disagree	56	21.1	21.6	21.6	3.5483	2.10403	4.427
	Disagree	53	20.0	20.5	42.1			
	Slightly Disagree	34	12.8	13.1	55.2			
	Neutral	22	8.3	8.5	63.7			
	Slightly Agree	27	10.2	10.4	74.1			
	Agree	37	14.0	14.3	88.4			
	Strongly Agree	30	11.3	11.6	100.0			
	Total	259	97.7	100.0				
Missing	99.00	6	2.3					
Total		265	100.0					

The data collected from the request asked if Unilever Ethiopia has resellers interest at heart and student researcher observe from that 49 (18.5 %) have strongly agreed and 70 (26.4 %) have agreed and 52 (19.6 %) slightly agreed that Unilever Ethiopia care about their interest and work hard to increase their satisfaction level but still there are some consumers who don't agree that the company care about their interest than making profit those responses are 9 (3.4 %) strongly disagree, 6 (2.3 %) disagree and 32 (12.1 %) slightly disagree, and although the rest 16(5 %) only were neutral on this issue. The mean value which is 5 representing respondents lay slightly agree about the issue they asked whether Unilever Ethiopia consider resellers interest at heart, Hence one can conclude from this that, there consistency among the respondents cause SD lay 2 and Variance is 4 This entails that the majority of response decline on the same side that means they are not sure about the company thinking and there is no significant evidence or effort that Unilever show to the resellers that make them believe and satisfy.

Even if there are 3 missing response from total 265 questionnaires dispersed student examiner found 262 valid from the total of respondents after all 77 respondents answered negatively and in reverse 146 had responded positively that means that business customers can get information about product benefit easily without much effort and make them satisfy cause it fulfil their time, place utility, While the rest 39 of the respondent customers were neutral. The mean value which is 4.5 indicating that, the widespread respondents settle in different side, to support the finding student researcher tray to show by SD is that is 1.9 and variance of 3.8 that suggests the answer of the respondents are contradictory or they are more move away from the response of the average respondent.

From the table we can see that Staff doesn't have in-depth knowledge about the product but still 6 respondents loss to fill this question. 56 (21.1 %) have strongly disagreed and 53 (20 %) have disagreed and 34 (12.8 %) slightly disagreed, reflect their critical thought on it and student researcher can easily observe the negative effect that lack of knowledge the staff members have about the product of Unilever Ethiopia on satisfaction level but still 30 (11.3 %) strongly agree, 37(14 %) agree and 27 (10.2 %) slightly agree on the issue but still they expect more form the company staff to explain and give a good knowledge about the product they sell, the rest were neutral 22 (8.3 %). The mean value which is 3.5 indicating that majority of the respondents observe the staff of Unilever Ethiopia don't have enough knowledge about the product they are selling in the market this push business customers to tray competitors' products cause they are

really dissatisfied by sales persons effort . In addition to this the SD and Variance is 2.1 and 4.4 respectively, this implies that the majority of response has side one way from the response of the minority respondents.

4.2.5 Analysis and Interpretation of Responsiveness Impression on Customer satisfaction

Table 5 Responsiveness of Employees

defect

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
	Strongly Disagree	11	4.2	4.2	4.2	5.1932	1.61639	2.613
	Disagree	10	3.8	3.8	8.0			
	Slightly Disagree	5	1.9	1.9	9.8			
Valid	Neutral	65	24.5	24.6	34.5			
	Slightly Agree	46	17.4	17.4	51.9			
	Agree	54	20.4	20.5	72.3			
	Strongly Agree	73	27.5	27.7	100.0			
	Total	264	99.6	100.0				
Missing	99.00	1	.4					
Total		265	100.0					

inform

		Frequency	Percent	Valid Percent	Cumulative Percent			
	Strongly Disagree	42	15.8	16.0	16.0	4.3498	1.95934	3.839
	Disagree	14	5.3	5.3	21.3			
	Slightly Disagree	9	3.4	3.4	24.7			
Valid	Neutral	74	27.9	28.1	52.9			
	Slightly Agree	32	12.1	12.2	65.0			
	Agree	53	20.0	20.2	85.2			
	Strongly Agree	39	14.7	14.8	100.0			
	Total	263	99.2	100.0				
Missing	99.00	2	.8					
Total		265	100.0					

schedeule

		Frequency	Percent	Valid Percent	Cumulative Percent			
	Strongly Disagree	22	8.3	8.3	8.3	4.9924	1.74625	3.049
	Disagree	4	1.5	1.5	9.8			
	Slightly Disagree	7	2.6	2.7	12.5			
Valid	Neutral	77	29.1	29.2	41.7			
	Slightly Agree	25	9.4	9.5	51.1			
	Agree	69	26.0	26.1	77.3			
	Strongly Agree	60	22.6	22.7	100.0			
	Total	264	99.6	100.0				
Missing	99.00	1	.4					
Total		265	100.0					

From the total of 265 respondents with only 1 missing response; 173 respondents from the total 264 that is 65.3 % answered positively and in reverse 25 of them 9.9 % had responded negatively that means that they never expect the company to collect defected products and they believe there is no relation between their satisfaction level, While the rest 65 of the respondents that is 24.5 % were neutral and they don't even want to think about the defected products. The mean value which is 5.1 rags to 5 representing that, the respondents slightly agree in a sense that if the company manage and collect defected products well at the right time without any problems customers will be satisfied well and be loyal customer, In addition to this the SD is 1.6 and variance of 2.6 this implies that the response of the respondents are not conflicting or they are not more move away from the response of the normal respondent so the company must collect defect products to increase satisfaction level of consumers.

Student researcher ask resellers if their satisfaction level goes up and pleased when Unilever Ethiopia informs them about availability of new services and changes in prices in advance and they response 39 have strongly agreed and 53 have agreed and 32 slightly agreed but some resellers response differently 42 strongly disagree, 14 disagree and 9 slightly disagree on the issue that they don't expect and wait the company to inform them about new product and price change instead they prefer to get those information's my their own effort, the rest 74 were neutral on this issue in a sense that they don't see the benefit of the information as long as what they need is delivery of product on their shop. The mean value which is 4.3 approaches to 4 indicating that majority of the respondents have average thought and believe the advantage so it's calm and convenience to get information about company services, In addition to this the SD and Variance is 1.9 and 3.8 respectively implies still there are customers don't understand the benefit of getting information so the company must work hard on awareness creation about its service to increase customers satisfaction level.

From total 99.6 % or 264 effective questionnaires data only 12 .4 % respondents responded negatively and in reverse 58 % had surely responded it's so joyful if Unilever Ethiopia deliver products with schedule the repose 29.1 % of the respondents were unbiased on this issue. The mean value which is 4.9 cloths to 5 indicating that, the extensive respondents relax in same side and they imagine it will be helpful and joyful if the company distribute its products on specific schedule. To see the general over view of the response and to support the finding student researcher tray to show by SD is that is 1.7 and variance of 3 that proposes the reply of the

defendants are opposing or they are more move away from the comeback of the slighter respondent in a sense that more than majority of respondents want schedule or specific day and time to purchase Unilever Ethiopia products, in other word if the company distribute products on specific day business customers will be ready to purchase those products and get ready money and store space for the new products.

4.3 Qualitative Analysis

Data is presented here according to research questions.

From the manager the quality of their Equipment's and the appearance of their physical facilities are on the level which it is expected to be. Appearance of their employees are also in a very good condition.

The manger has responded that ability of employees to perform the promised service dependably and accurately, delivering on promises to do something by a certain time and the sincerity of employees interest in solving customer problems are much better that expected to be through performing service right the first time and Providing services at the time they promise to do so.

The willingness of company employees to help customers and provide prompt service, telling when services will be performed and receiving prompt services from customers weights the overall responsiveness which is also in the level expected to be.

The manger has said that the company has been giving their employees trainings to increase knowledge and courtesy of employees and their ability to convey trust and confidence. Through the experience that their employees has developed time to time, no their employees have improved ability of answering customer questions. The individual attention you received from us.

Caring, individualized attention the firm provides its customers are believed to be in good condition where it is better than the expectation.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

In this portion of the research study major findings were summarized to get the whole picture, conclusions were drawn out of the findings and finally recommendations were given so as to take measures that might help to overcome of service quality impact to increase customers satisfaction level.

5.1 Summery

From the data collected 174 respondents from the total of 265 participants were males whereas the rest 91 respondents were females. This shows that number of males resellers were larger than female reseller number, also the majority of respondents who purchase the Unilever products are under the age category of 18-35. In addition concerning the educational level of respondents the leading segment of resellers goes to first degree holders and the minors were those who have second degree and above that is 9.3 %. The outcome of this survey also indicate from the total 265 respondents 89 of them were purchase Unilever Ethiopia products 1-3 times a month, from this supermarket, shop, pharmacy, take the large number of participant of this thesis.

Even if 167(63 %) believe that the products quality of Unilever Ethiopia is better when it compared with competitors products but still 56 (21.1 %) react the opposite of the majority. From the total of 265 respondents 60.4 % responded for Student researcher it will be joyful for them if they can order products from the company easily In other way majority of respondents that is 67.9 % respond that additional service provide by Unilever will increase their satisfaction level beside this student researcher ask resellers if price change affect their satisfaction level and the majority that is 126 of them respond positively but only if the company price is fair compared to other competitors also 47 of the respondents keep neutral on this issue.

From the total of 265 respondents with 3 missing response; from the total 262 respondents 34 % answered negatively that means some of business customers of the Unilever Ethiopia don't feel safe when they are doing business transactions with the company sales persons. Also 44 respondents answered negatively and reflect their observation on Sales persons not polite and this behavior make them disappointed also affect their satisfaction level negatively while the rest

22 of the respondents that is 8.3 % were neutral about the issue that they asked about the politeness of sales persons in other way majority of respondents reflect It not hard to find and purchase the product of Unilever Ethiopia and student researcher understand they are happy on this issue while the rest 46 (17.4 %) keep their comment neutral.

87 respondents reflect their believe that is they don't care about the staff or sales persons clothing style as long as they work hard but 145 business customers have agreed and say Staffs' clothing must be proper cause when it's neat and standardized they will be satisfied and increase trustfulness of the company. Even if there are 4 or 1.5 % response that are unhelpfully respond from total 100 % or 265 questionnaires distributed still 119 that is 44.9 % respondents answered hazardously that the Unilever Ethiopia staff members don't give them individualized attention in reverse 47.1 % had responded positively. after all 114 respondents answered critically and suggest the company must have good cars to distribute the products cause the vehicle performance affect delivery time and product safety, While the rest 17 of the respondents were neutral and don't even care about this issue at all.

From the total of 265 respondents with only 1 missing response; 173 respondents from the total 264 that is 65.3 % answered implies that resellers expect the company to collect defected products and they believe there is relation between this service quality of the company affect their satisfaction level positively while the rest 65 of the respondents that is 24.5 % were neutral and they don't even want to think about the defected products at all. student researcher ask resellers if their satisfaction level goes up and pleased if Unilever Ethiopia informs them about availability of new services and changes in prices and majority of resellers response positively From total 99.6 % or 264 effective questionnaires data only 12 .4 % respondents responded negatively and in reverse 58 % had surely responded it's so joyful if Unilever Ethiopia deliver products with schedule the repose 29.1 % of the respondents were unbiased on this issue.

5.2 Conclusion

Based on student researcher finding majority of respondent resellers were males this shows in the case of Unilever Ethiopia ltd B2B transaction most business done with male reseller owners this is because still decision making in Ethiopia market is on the hand of males than females, the good thing is the majority of respondents who purchase the Unilever products are under the age category of 18-35 this shows most of business persons are young's this is a good opportunity for Unilever Ethiopia ltd to have long run profitability. The outcome of demographic analysis also indicate the educational background of the majority respondents were first degree holders this make this study more trustful because as long as they understand the purpose and benefit of this study their response were responsible and helpful. In addition majority of them were customers purchase Unilever Ethiopia products 1-3 times a month, from this supermarket, shop, pharmacy, take the large number of participant resellers of this thesis.

Reliability is one of the main dimensions to check out service quality effect on customer's satisfaction level so that student researcher concludes the responses of participants as follow. Majority of respondents believe that the products quality of Unilever Ethiopia is better when it compared with competitors products but still 56 (21.1 %) react the opposite of the majority and reflect that they don't believe Unilever products are quality than competitors this is a good insight for the company to do research on product quality because (21.1 %) is not small number to reject out and go forward with dissatisfied customers. In other way majority of respondents say it will be joyful for them if they can order products from the company easily because it save their time and money.

In other way of studding the effect of Reliability student researcher understand from the majority of respondents respond additional service provide by Unilever will increase their satisfaction level beside this providing a good quality product with fair price than competitors also increase satisfaction level of resellers because it's a good opportunity for them to satisfy final consumers and to increase their profitability as well as additional service like free transportation decrease their cost.

From the total respondents 34 % don't feel safe when they are doing business transactions with the company sales persons. Also 44 respondents answered negatively and reflect their

observation on Sales persons not polite and this behavior make them disappointed also affect their satisfaction level negatively in other way majority of respondents reflect Its not hard to find and purchase the product of Unilever Ethiopia and student researcher understand they are happy and satisfied but still there are some customers who complain because they can't find Unilever Ethiopia ltd products easily in the market.

Tangibility of the service is another dimension that student researcher use to measure service quality effect on customer satisfaction of Unilever Ethiopia B2B relation. student researcher observe that majority of respondent business customers expect and believe Staffs' clothing must be proper cause when it's neat and standardized they will be satisfied and increase trustfulness of the company. In other way 119 respondents answered hazardously and seriously that the Unilever Ethiopia staff members don't give them individualized attention and they are really dissatisfy by this ignorance so that the company must see this complains seriously than ever if not customers will shift to competitors soon than ever. After all majority of respondents answered critically and suggest the company must have good cars to distribute the products cause the vehicle performance because it affect delivery time and product safety.

Majority of respondents resellers want the company to collect defected products and student researcher conclude as long as there is relation between this service affect their satisfaction level positively Unilever must follow up defected products to maintain satisfaction level as it is for long term positive relationship. In similar aspect student researcher observe and conclude that when Unilever Ethiopia ltd informs resellers about availability of new services and changes in prices their satisfaction level will goes on positively and joyful with side to side if the distribute products with schedule.

5.3 Recommendation

As long as majority of resellers who participate in B2B business are young and educated business persons it's a good opportunity for the company if they use it well because young generation is always welcome to tray new ideas and new innovations so that student researcher recommend the company to come up with new service that can make customers happy like free transportation service, offer them free gift products, and invite them to the company to look how the conduct business and so on. In addition the company must investigate why the frequency of purchase is high for some business customers because it's not only they have many final consumers who purchase the product frequently instead they may have no space to store or lack of finance to purchase huge amount at once can be the reason so student researcher recommend the company to facilitate credit sales and near store for business customers.

The ability to perform the promised service accurately increase satisfaction level of business customers so that even if majority of respondent believe products quality of Unilever Ethiopia ltd is better than competitors bus still the company must do some research on this issue to know why other respondents say the quality is questionable if not they will be dissatisfied and start ignoring or stop recommending final consumers to consume Unilever Ethiopia product this will damage the company market share and acceptability in the long run and also those majority groups who are interested and devoted to order Unilever products easily may change their attitude because of the negative word of mouth that comes from the minority resellers who don't believe the quality of the product is good.

Student researcher also recommends the company to go forward to deliver additional service and provide good quality products with lower price. In other word as long as the response show the B2B are doing with price sensitive customers student researcher recommend the company to follow production concept because it help the company to provide low price products with the same quality and increase availability of the product plus the Unilever Ethiopia get cost decreasing advantage by producing more products and sell it ever before.

student researcher recommend the company to work on assurance more than before by giving training for employees because when the company increase employees' knowledge, politeness, courtesy and ability of providing information about the product and make sales persons good on delivering

professional service for business customers it have direct impact to increase resellers satisfaction level as well as sales persons activity inspires resellers to see the big future of doing business transaction with Unilever Ethiopia, also they can develop good trust and increase customers confidence on the company. In addition these factors can make the business customers be patient for this complains they have on availability of the product in the market and make them wait instead of shift to competitor's product.

Other recommendation that student researcher come up with are the appearance of physical facilities, equipment, personnel and communication materials must be properly maintained because this factors are key to make the service intangible and make customers to have positive brand image. One of the significant changes Unilever Ethiopia should work on is to force sales persons to wear standardized uniform with the company brand and logo on it beside this, sales person should make their work Id visible when they visit business customers shop, because there are some customers who don't feel safe in transaction.

In addition to this student researcher recommend the company to use well maintained and clear vehicles that cover with stickers of Unilever Ethiopia brand name and type of product they have it help them to promote the company beside increase trustfulness of sales persons and make customers satisfy by the business transaction.

As long as after sales service make customers feel friendly and save them from losing confidence Unilever Ethiopia should follow up the defected products to collect or replace by new one without any favorable behaviors on customers will increase their satisfaction level and it will help the company get attention to attract new business customers. In addition the company should have good sales person to communicate or inform customers when there is new service or product the company is about to launch and also who inform business customers if there is any price change on the products cause the communication protect business customers form fraud and un ethical business practice.

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St. Mary's University
School of Graduates Study
Marketing Management Program
Questionnaire to be filled by Unilever Ethiopia ltd business customers

This questionnaire is prepared by graduate student of St. Mary's university in the field of marketing management master's program in fulfilment of a master's study. This study entails to assess the service quality impression on customers satisfaction level.

Therefore, you are selected to fill this questionnaire because student researcher has full trust on you to get complete and real information that are required for this research. Note that, the validity of your response has high contribution for success of my study due to this reason I would like to ask with due respect to give the right response. All information you provide to this study will be kept strictly confidential.

Thank you in advance for your cooperation.

Part I: Demographic questions

NB. No need to write your name
Put (√) inside the box for an alternative you think is right

1) Age   18-35 ☐   36-45 ☐   above 45 ☐

2) Gender   Male ☐   Female ☐

3) Level of Education: wright and read ☐   elementary ☐   high school ☐
Diploma ☐   First Degree ☐   Masters ☐

4) How many times you purchase Unilever products per month?
        1-3 ☐   4-6 ☐   above 6 ☐
5) What kind of reseller are you
 Wholesaler ☐   supermarket ☐   shop ☐   pharmacy ☐   agent ☐
barber shop ☐   other ☐

Part I I:

This section deals with your opinion of Unilever Ethiopia ltd service quality that affects your satisfaction level. Please, show the extent to which you think Unilever Ethiopia 'should' possess the following features. Student researcher is interested in knowing your real feeling before and after you become customer of the company, You should rank each statement as follows;

Strongly Disagree	Dis agree	Slightly Dis agree	Neutral	slightly Agree	strongly Agree Agree
1	2	3	4	5	6 7

Put a tick (√) on your choice of answer.

Statements	Scores						
Reliability	1	2	3	4	5	6	7
1. products quality is good compared to other competitors	1	2	3	4	5	6	7
2. If I order products easily it will be joyful	1	2	3	4	5	6	7
3. if Unilever Ethiopia start additional customer service it will met my expectation	1	2	3	4	5	6	7
4. price is fair compared to other competitors and it makes me satisfy	1	2	3	4	5	6	7
Assurance							
5. customers feel safe in their transactions with staff	1	2	3	4	5	6	7
6. Sales persons are always polite	1	2	3	4	5	6	7
7. It is easy to find and purchase the product	1	2	3	4	5	6	7
Tangibility							
8. when Staffs' clothing is neat and standardized I will be satisfied	1	2	3	4	5	6	7
9. staffs provide individualized attention	1	2	3	4	5	6	7
10. Unilever cars are well maintained and neat	1	2	3	4	5	6	7
Empathy							
11. The company has resellers interest at heart	1	2	3	4	5	6	7
12. It has easy accessibility of information about product benefit	1	2	3	4	5	6	7
13. Staff have in-depth knowledge about the product	1	2	3	4	5	6	7
Responsiveness							
14. if the company manage and collect defected products well I will be satisfied well and be loyal customer	1	2	3	4	5	6	7
15. if Unilever informs resellers about availability of new services and changes in prices in advance makes you please	1	2	3	4	5	6	7
16. if there is a schedule for product delivery I will be joyful	1	2	3	4	5	6	7

17. What suggestion you have for Unilever Ethiopia to improve the service quality to increase your satisfaction level?

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18. Any different point you want to rise, that you think it's helpful for the company to satisfy business customers ---

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St. Mary's University

School of Graduates Study
Marketing Management Program

Interview Checklist

1. How to you describe the physical facility that you have in impressing your customers?

2. How do you evaluate your employees' capability in delivering the promised service to satisfy your customers?

3. How do you express your employees in responding to the specific and appropriate needs of customers?

4. To what extent do your employees guaranty customers in providing services?

5. How caring your employees are in providing service to customers?