

The Impact of Innovation Management on Customer Satisfaction in the advertising industry in the Kingdom of Bahrain

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Abstract

Customer satisfaction is one of the major challenges for all companies in any industry. The advertising industry is one of those that provide various services to customers and look forward to meeting their expectations. As the market in Bahrain has grown and the competition starts to be a real challenge for those printing and advertising companies, the Advertising industry moves to innovate and renew its services by reviewing the internal process and communicating with customers regularly to keep customers satisfied. This research aims to investigate the impact of innovation management on customer satisfaction. The researcher analyzed the data collected and analyzed through SPSS version 21 to verify the prepared hypotheses of the research, using some different statistical methods, which showed the extent of the realization of the research hypotheses. The total sample size of this research was 300 registered customers of the advertising industry in Bahrain. The results of this research have demonstrated the value of innovation management (Business process reengineering and Technology), as well as presenting the tie relation between innovation management and customer satisfaction in advertising industry. The research confirmed that there is positive association between innovation management and customer satisfaction in advertising industry. Both independent variables Technology and Reengineering of Business Process have shown a significant relation with the dependent variable Customer Satisfaction. The main recommendations to advertising industry from this research, the statistical analysis of the responders shows some claims that need to be addressed in order to enhance and increase the level of customers' satisfaction such as enhancing the mobile application to give more flexibility to the customer to submit and track their orders and online payment system. Furthermore, it is highly recommended to establish a policy for discount in order to have more transparency with their client and this policy should be communicated to customers in order to increase the customer satisfaction.

Keywords: Customer satisfaction, Innovation, Advertising industry, Bahrain.

Introduction

For any company, keeping the customers satisfied is one of the major challenges. In terms of customer satisfaction, the advertising industry is one of the most customer-oriented industries in Bahrain that would provide different services to its valued customers to meet their expectations. With the growth of markets in Bahrain, there is a competition among the firms, and it is a challenge for the printing and advertising industry.

The literature has explained the impact of innovation of management on the customer satisfaction in general and this study aimed to investigate the impact of the innovation

management on customer satisfaction in the advertising industry in the Kingdom of Bahrain in particular.

1.1 The Problem Statement

With reference to the literature the research had reviewed, it was revealed that the sales managers of the advertising companies use to received complaints from various customers regarding the quality of products and services. That was an eye opener to the management of those companies and the decision was made to investigate in this issue by analysing the production process and enhance the procedures of the operation by involving more innovations to meet the customers' expectations and satisfaction. As one of the solutions towards the said issue, advertising industry in Bahrain innovated and renewed their services by reviewing the internal process and communicate with the customers on regular basis to keep them satisfied.

There's no doubt that this industry in Bahrain is popular and in good demand in Bahraini Market.

If the advertising industry loses its current customers, the results will on be failing in the market and it will not be able to fulfil the customer requirements and the standards of the companies.

By way of this research, the advertising industry would try to find solutions to keep its customers satisfied especially in the area of the production process and its services.

Hence, the researcher is aiming to investigate the impact of innovation management on customer satisfaction.

The findings of this research would be useful in informing the management of an organizations, on how they can promote customer satisfaction through enhancing operation process.

1.2 Research Objectives

- To investigate the current situation of customer satisfaction in terms of service quality and service prices in advertising industry.
- To evaluate the use of innovation management to get the customer satisfaction in the advertising industry in terms of technology innovation and business process enhancement.
- To recommend improvements in the service innovation process to meet the level of customer satisfaction.

1.3 Research Questions and Hypotheses

1. What is the current situation of innovation management in the advertising industry?
2. What is the impact on technology innovation on customer satisfaction in the advertising industry?
3. What is the impact on reengineering of business process on customer satisfaction in the advertising industry?

1.3.2 Research Hypotheses

The following hypotheses are devised for the present study:

H1: There is a significant relation between innovation management on customer satisfaction in the advertising industry.

H1.1: There is a significant relation between technologies on customer satisfaction in the advertising industry.

H1.2: There is a significant relation between reengineering of business process on customer satisfaction in the advertising industry.

LITERATURE REVIEW

2.1 Literature Review

2.1.1 Customer Satisfaction

A fundamental definitional irregularity is apparent by the discussion of whether satisfaction is a procedure or a process (Y, 1990). All the more, in fact purchasers' satisfaction definitions have been either highlighted an assessment procedure (Fornell, 1992) or a reaction to an assessment procedure (Giese, Defining Consumer Satisfaction, 2002). Every business firms' achievement depends on the satisfaction of the clients. Whenever a business is about to start, clients usually come "first" and then the firm profit. Those firms that are succeeding to satisfy the clients fully will remain in the top rank in the market. Nowadays business firm has known that client satisfaction is the key element for the success of the business and at the same time it plays an efficient role to expand the market value. In general, clients are those people who buy products and services from the market or business that meet their needs. Clients purchase goods to meet their expectations in terms of cost. Therefore, firms should determine their product and cost pricing with the quality of the goods or service that attracts the clients and maintains the long-term affiliation (Khadka & Maharjan, 2017).

According to Grimsley (2015) the client satisfaction concept is very abstracted and includes elements such as "the quality of the good, the quality of the service offered, the atmosphere of the location where the items or service is bought, and the cost of the goods or service".

It's a common scene that in a focused commercial centre, that the associations strive for clients. The customer fulfilment turns into an essential differentiator in advertising techniques. Therefore, the consumer loyalty usually relies upon the degree with which an item provided by an association that meets or outperforms to clients' desires. By estimating consumer loyalty, associations can get to know how fruitful they really are in giving items to the market.

As per the literature review, the outstanding service is accomplished by the dedicated and loyal employees. For delivering a suitable level of service and quality, Rhoades (2008) mentioned that organizations approach should be concentrated in enhancing skills and assuring efficiency, enthusiasm and commitment of the staff (Benner, 2009). Since the subordinates are vital element to delivery of serve and it is important for a secure employment, training and self-decision making. According to (Chitnis, 2007) Printing and advertising industries should evaluate and determine the demands of its clients and their satisfaction levels. Satisfaction may be designated as what the firm provided to clients and whether it met the client's demands (Eupan, 2008). Printing and advertising sector could develop the scope of accomplishments if they enforce its workforce to take personal responsibilities and to do their best to see the clients' satisfaction and contentment, (Chitnis, 2007). Customer satisfaction is when the client is pleased with the service delivered by the company that meets the customers' desires, needs and expectations. (Abdullah, 2012).

2.1.1.1 Service quality

Service quality has become one of the biggest areas of considerations during the past few years to the directors' practitioners and researchers; as it has a huge impact on the performance of company. In an international competitive marketplace where clients look value in their regular daily purchases, innovation has become essential in both theory and practice. Innovation is all about offering new or adapted ideas/solutions to client needs or problems in such a way that adds value as defined and used by clients. The continuous growth

in technology, coupled with the proliferation of cell phones, especially in the telecommunication field, have pushed many mobile network operators to build robust innovative service products in order to gain client satisfaction.

As indicated by Darker and Swartz (1989) let's imagine if clients lean towards the esteem organizations that give high services quality. In this manner, value item achievements and service have turned into a drive worry of the 1980s. The clients assume the quality of service in related to their requirements by their impression of service which encounters their desires for what the service execution ought to be. Advertisers depicted and estimated just quality with substantial merchandise, whereas quality in services was to a great extent unclear and un-inquired about. (Angelova, 2011). Identifying the service quality is a composite and transient concept which refers to few attributes of what is accessible and provided. Hence, Customer satisfaction or dissatisfaction is related to level of client's acceptance to the company services offered as Zeithaml (2003) As mentioned by Zeithaml (2003), the service quality should focus on the scopes of clients' expected service. The most important and significant strengthening rivalry and fast deregulations have made numerous organizations in its services part to look for productive ways and getting to be focused. Offering high quality of service is a decent system for organizations to prevail in their organizations. (Angelova, 2011).

The connection between consumer loyalty, clients' steadfastness and service quality are considered dependent on the grievances from the disappointed clients (Maharjan, 2017). As per the management and marketing it is the level to which clients' perceptions of the service which meet and/or beat their expectations for instance as mentioned by (Zeithaml V.A., 2003). Computing service of quality is the best way to command whether the services are good or weak and whether the clients will be and/or are satisfied with it (Agbor, 2011). The Service quality determinants can be partitioned into two principle classes: the substantial and elusive variables. Unmistakable components allude to innovation, physical offices, work force, correspondence materials and others. Immaterial variables, then again, comprise of four sub-segments which include unwavering quality, responsiveness, affirmation and sensibility (Parasuraman, 1985). Conduct goals are characterized as "customers' potential practices liable to be activated by services quality and fulfillment" (Zeithaml V.A., 2003). Fulfilled clients are probably going to display positive conduct expectations, which are useful to the social insurance supplier's long-haul achievement. (Nor Khasimah Aliman, 2015).

2.1.1.2 Service Price

In the selection of a service, price is playing a significant role. Price is a cost or reward provides in exchange for needed satisfaction to the company. Price and supposed consumers' want should be well-suited. It is hard to decide pricing for any product or service because the fundamental values of the available items or service are used to evaluate price which is critical for client satisfaction because the price is the most projecting factor to help client estimate the product or service cost. Price also determines, for a client, to decide on buying viewpoint, price functions as an indicator to determine client experience with items or service. Clients, therefore, are more motivated to base their buying decision on price aspect than on anything else (Panthi, 2018). The role of the price in the quality is not well clear in general. However, the cost of a service can be shown in relation to the expected quality of clients or to their previously supposed service quality. If the price of a service is too much high, clients will not purchase. Price also has a huge impact on client's expectations. But in rare cases, price seems to be a quality measure. A higher price rank might equal a better quality in the perception of clients, that can be shown clearer when the service provided to the customer is

highly intangible. The professional or consulting services are very good examples of such kind of intangible services. (Archakova, 2013).

(Muhammad Usman, 2017) says that when the client demand is changing based on increasing or reducing in cost of product and services that is called price sensibility and in economics that refers as the “Price Elasticity”. The company that offers with high client satisfaction level to its customers; among the other competitors, gain the maximums profit because that all depend on how the client is satisfy by the services of the firm (Inman, 2003). One of the studies says when the clients’ demands are satisfied by goods and services; a deep-rooted relationship would be built between the client and the firm. Thus, price becomes a less importance; there must be overtone between clients’ satisfaction and the price sensitivity. The satisfaction may result from the goods and it is called “Economic Satisfaction” or it may from a salesperson through interaction which is called “Social Satisfaction” (Muhammed Usmana and Zia Ur Rehmanb, 2017). When the client has undergone a high cost on a certain good or service, and if the outcomes are unproductive, then that client might be hesitant to bind more to that to buy that good. If not, in the future acquisitions with the same vendor, as opposed to when the client has paid high price for a good or service and he gets high satisfaction with outcomes then he will be ready to bind more to that purchasing. and would be ready more to pay ask price which result in less price. Hence, it is advisable to supposed to ensure that price sensibility reduces the increase in social satisfaction as well as price sensibility decreases with an increase in economic satisfaction. So, there is an opposite relation between economic satisfaction and price sensitivity and opposite relation between social satisfaction and price sensibility, growth in independent variable causes decline in dependent variable (Wen-Shinn et al, 2013).

2.1.2 Innovation Management

All definitions of innovation are sharing the same ideas that innovation indicates the adoption of an innovative idea or actions. Various types of innovations are available. The most accepted and extend one is the one that proposes (Damanpour F., Organizational Innoation: A meta –analysis of effects of determinants and moderators, 1991). He differentiates between technical and clerical innovations. The technical innovations are including and not limited to a new process flow and new goods or services. The clerical innovations refer to new procedures, policies and company forms. The Innovation transfer is of continuous interest in the study of multinational organizations. It is understood that innovation development and the subsequent intra-corporate transfer would significantly affect the business practice of recipient units located elsewhere. In consideration with the impact on the recipient unit’s business performance has been less interest. However, innovation can occur in three broad domains such as products, processes, and organizations., It is “an idea, product or process, system or device that is perceived to be new to an individual, a group of people or firms, an industrial sector, or a society as a whole”. According to (Diaw & Asare, 2018) Their study has indicated that the dimensions of innovation can predict customer retention. There was a proof from that customers are satisfied and can be retained when attention is paid to marketing innovation, service and technological innovation. There was an undeniably positive relationship between innovation and customer satisfaction and retention. Importantly, although it is generally believed that Customer involvement can help firms better understand customer needs and inspire creativity. Moreover, (Majekodunmi and Oginni, 2019) innovation in service industry can play a significant impact on clients’ satisfaction. Based on the research discussion, it was well known that satisfaction appears when the expectations are met or exceeded. Hence, service firms mainly the capital market subsector need to innovate their services to meet and exceed the expectations of their clients.

According to (Sarooghi, Libaers, & Burkemper, 2015; Fraj, Matute, & Melero, 2015) the competitive stresses from the environment within which a firm operate could utilize some impact on their innovation efforts. However, the author contends that amidst all these stresses, organization which possess adequate system innovation abilities will initiate enhanced value for clients. In addition, it is proposed that innovation created value in terms of feature value, sensitive value and social value will have a significant positive effect on client satisfaction.

Consequently, the requirement for an increasingly careful investigation for hypothesis and practice emerges. (James, 2014) was the first among generations to use of the tenure innovation and conceptualized it as the “item process and organizational modification that do not essentially create from new scientific findings but ascended from the blend of already prevailing technologies and their use in a new context” (Kalu, 2017). The concept has however, been given better acknowledgement by some researchers and promoted broader to include run-through applications and not just the technological progress. Innovativeness, however, weak in worth to be attributed to a given measure either by solitary description or level, it has an extensive application in research and has been given due relevance in numerous disciplines. This delineation according to (Quintana, 2011) emanates from the intricacies of the concept. The delineated innovativeness is as equally as an outcome and the process to attain result at similar times. (Peace Igwe, 2017).

2.1.2.1 Technology

There are few definitions of technology that refer to technology as artifacts. The most accurate definition will also mention to a body of knowledge and practice (frequently alluding to the utilization of logical information, although the accentuation on logical is, truth be told, excessively limited) (Khanna, 2017) A further difference can be made among technology as mode of enquiry and action, which refers to techniques by which high-tech knowledge is itself created. Such as, a certain approach to continuous improvement which used to get a lot of consideration in innovation management literature in 1990s and has tolerated into the 2000s is the Japanese ‘Kaizen’ model, that was argued, was mainly effective for companies that like to deal with high rates of modification and difficulty in their procedures and environment. Interestingly, mention of process enhancement brings up another very significant difference in the definition of technology, which is among process and product technologies. The previous is what a company uses to complete its tasks. The last is delivered to clients. Product in this context means both items and services. (Walker, 2016).

Technology is the methodical application of systematic knowledge to a new good, process flow or service. It is also known as the systems, processes, schemes, and talents used to alter resources into goods. Technology is integrated in each product, process, service and procedure used or produced (Khana, 2017).

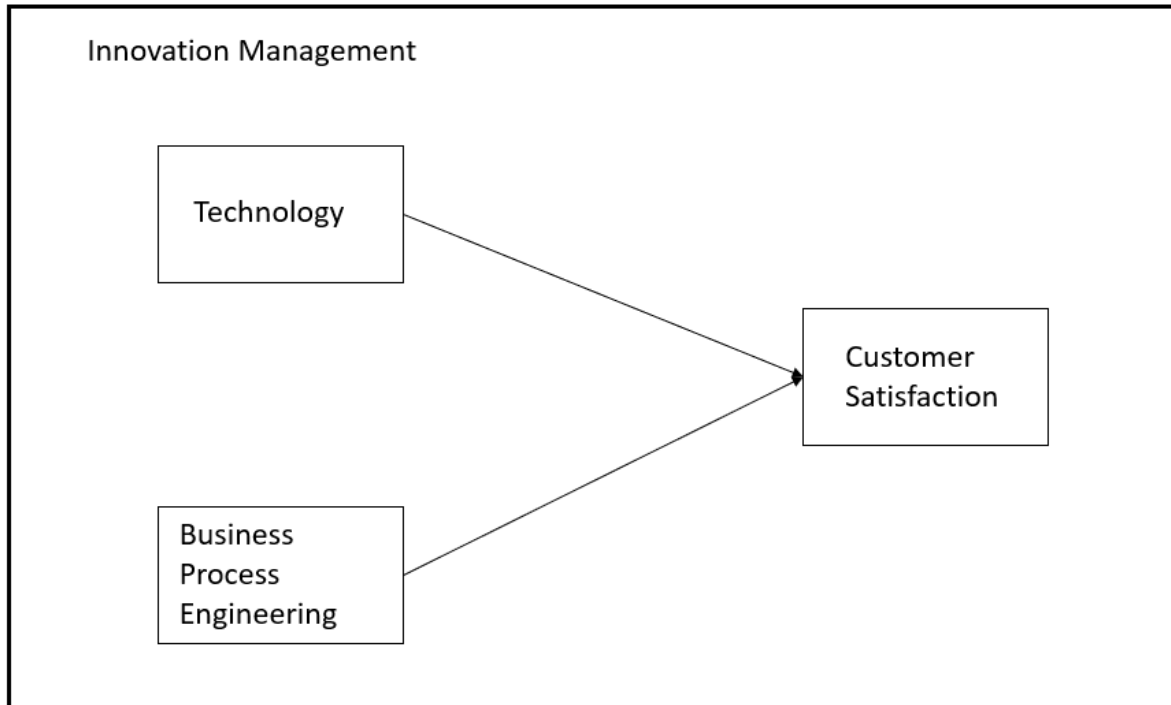
Technology "refers to the academic and applied knowledge, skills and objects that can be used to mature goods and services as well as their manufacture and delivery structures". Technological Innovation is definite as the "conversion of an idea into a new or improved saleable product or operational process in manufacturing or trade" (Hadjimonolis, The Management of Technological Innovation in Small and Medium Size Firms in Cyprus, 1997). Nevertheless, (Frank et al. 2015) introduces the concept of innate willingness to pay for innovations (IWTPI). Based on a questionnaire, researcher collected client data from the following countries Germany, Indonesia, Bolivia, USA, as well as Japan; the study tests hypotheses about the antecedents to IWTPI, the moderating impact of IWTPI on the formation of client satisfaction, and their differences between goods and services. Results show that IWTPI tends to be positively impacted by standing of status symbols as image.

Furthermore, these effects are moderated by social cultural and economic elements and the effects of IWTPI are positively moderates by public brand image of firm. In other words, the innovations realized on firms' image would have positive influence on possibility to pay for this type of innovations in marketing.

2.1.2.2 Reengineering of Business Process

The consumers demand has been the aspect that causes company to change. Firm failure to meet clients demand and/or expectations forces consumers to shift to other vendors. Therefore, companies have been working hard to enhance their business processes in order to update or maintain their services or products for retaining and/or attracting more clients (Joseph Sungau, 2013). The main propose of Business process reengineering is redesigning and rethinking the current business process for obtaining continued improvement in the quality, cost, service, lead time, and innovation. Many models are presented for undertaking business process reengineering; however, there exists no united methodology for business process reengineering. Some of the most famous methodologies for business process reengineering are Davenport and Short. The aim of using business process reengineering methodology should be restructuring new processes and filling the current needs of the company. The Kettinger's model is held that the new processes are accomplished by developing process design alternatives through thinking and creativity techniques along with other well-known techniques that enrich this stage. (Abdi, Zarei, Vaisy & Parvin, 2011). Articulate that a procedure sees an approach can decide extra factors influencing the transformation of business process for a fruitful or ineffective effect and even more plainly at a procedure level. For instance, if an association chooses to improve its proficiency to pick up ventures and executes latest technology to accomplish the stated, at that point the business estimation of future processes is perceived in the event that has without a doubt prompted higher productivity in the association. Subsequently, it is qualified to state that investigating the business procedure of an association will increase better outcomes to examine its effect by distinguishing its business processes which includes esteem and comprehend the connection among other processes and the association. The effect of enhance the business processes on associations has radically changed over the previous decade from supporting jobs to building and moulding new methodologies to maintain the business objectives. Associations try to be progressively deft to the advancements of business processes with the end goal and it may be actualized very well to deliver better services to its clients. It was found that practically 46% of all capital interest in the US economy is being made in progress of hierarchical proficiency through IT. As we see, associations hope to show signs of improvement business with esteem using IT.

2.2 Theoretical/ Conceptual Framework



Research Methodology

3.0 Introduction

According to Reich (1997) research methodology attempts to approximate a compatible collection of assumption and goals underlying method and two ways that are interpreted and evaluated are the results of carrying out the methods. This chapter involves the process of gathering and analysing data to get the significant results. Various research components that make up the main activities of this research process have been discussed in this chapter. The purpose of this chapter is to formulate the research model, hypotheses and methodology. In the methodology, there are study variables, measurement of variables, population, sample, data collection, and data analysis. Furthermore, research methodology will be premeditated. Hence, the researcher will use the quantitative research method in this research. Data collection methods will be done by primary data which will be gathered from respondents and the secondary data will be heavily used in order to support the funding of the research. The procedure of data processing, data analysis, sampling design as well as research instruments will also be carried out in this chapter.

3.2 Data Collection Methods

Primary data are unique, and these facts are gathered for a precise investigation aim

(Hox, 2005). Structured questionnaire is proposed to be used as primary figure in this study which provides a group of framed questions to solicit response from the respondents. Questionnaires will also offer more precise and trustworthy data for researcher to carry out the work. The researcher aimed his respondents to be 300 registered customers in the advertising industry in Bahrain through an online survey. After two weeks, the questionnaires were composed which is capable to gather back 300 questionnaires, the response rate is 100 %.

3.3 Sampling Design

Target Population- The target population is a particular group of persons and the beneficiary is concerned with and also mode of information which could assist to the accomplishment of the study (Sekaran U. & 2009). for instance, the advertising industry customers in Bahrain.

Sampling Frame & Location-Sampling frame is a comprehensive demonstration of the elements. The motive of choosing advertising industry in Bahrain as sampling place is because this site is the company which allowed me to conduct my study in and approved the research variables and the questionnaire.

Sampling Size-A suitable sample size must be an optimal figure which could reproduce the consistency of data (Rahman, 2012). Therefore, according to the table of (Krejcie and Morga, 1970), the sample size for in the advertising industry population is 1500 should be around 300 respondents.

Sampling Elements-A sampling element is one of the components of the populace (Sekaran U. & 2009). Proficient customers who are registered in the database of the advertising industry in the Kingdom of Bahrain are the sampling element of this study.

3.4.1 The Pilot test

A Pilot Test is a minor share of a larger examination which is piloted to organize the research work (Zikmund W., 2003). Constructing the pilot test diminishes the likelihood of making errors in the questionnaires before giving out questionnaire to the target respondents. 35 sets of questionnaires will be intended for pilot test and it will be circulated to the respondents to examine the reliability of the questionnaires. The responses will be read, and reliability test will be done by Cronbach's Alpha (1951). Upon the pilot test outcome, the primary real study will be administered. The results of the reliability tests are offered in the following table.

Table 3.1: Reliability of Pilot Test

Variables	Dimensions	Sum of Items	Cronbach's Alpha
Independent Variables	Innovation Management	16	0.867
	Technology	8	0.786
	Business Process Reengineering	8	0.761
Dependent Variable	Customers Satisfaction	20	0.951

Basically, the Cronbach 's Alpha (1951) the value for the dependent variable (Innovation Management) comes into the good reliability array (0.867). For the independent variable, technology has a very good reliability certainly with Cronbach 's Alpha worth 0.786. Other than that, the Cronbach 's Alpha (1951) the value for Business Process Reengineering dimension is 0.761, and this designated good reliability while Reduced Personal execution has Cronbach 's Alpha value of 0.867 that revealed a very good reliability. Dependent variable the Customer Satisfaction, has 0.951 Cronbach 's Alpha value which comes into the array of very good reliability.

DATA ANALYSIS AND RESULTS

4.0 Introduction

This chapter organizes a descriptive and inferential scrutiny and the outcome of the questionnaire. The outcome was analyzed and separated into various portions such as demographic investigation, reliability check, Multi Regression, and Pearson Correlation Analysis.

4.2 Reliability Test

Reliability test was used to test on all 300 sets of questionnaires that were distributed in actual study to determine the reliability of the questions. The table below shows the result of the reliability test.

Table 4.8 Result of the Reliability Test

Reliability Statistics	
Cronbach's Alpha	No of Items
0.951	36

The Cronbach's Alpha value of the actual study is 0.951 which is indicated that it has a very good reliability.

4.3 Inferential

The purpose of this analysis is aimed to look at the individual variable and its relationship with other variables. In this research, all hypotheses will be tested using Pearson 's Correlation Coefficient and Multiple Regression Analysis.

4.3.1 Pearson's Correlation Coefficient

A Pearson Analysis was used to test the correlation on the study to determine the relationship of technology, Business Process Reengineering and customer satisfaction of advertising industry in Bahrain. The purpose of the analysis is to measure the strength and the direction of linear relationship between two variables. The value of r is between $-1 < r < +1$. The positive and negative sign used for positive linear correlation and negative linear correlation, respectively. (Hair, 2007). The Proposed the rules of thumb about the coefficient range are given below:

Table 4.9: Rules of Thumb about Pearson Correlation Coefficient size

Coefficient range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost negligible

4.3.1.1 Correlations test, Innovation Management and Customers Satisfaction

Table 4.10: Correlations between IV and DV

		Dimension 1	Dimension 2	DV
Dimension 1	Pearson Correlation	1	0.786**	0.725**
	Sig. (2-tailed)		0.000	0.000
	N	300	300	300
Dimension 2	Pearson Correlation	.786**	1	0.761**
	Sig. (2-tailed)	0.000		0.000
	N	300	300	300
DV	Pearson Correlation	.725**	0.761**	1
	Sig. (2-tailed)	0.000	0.000	
	N	300	300	300

The relationship between Innovation Management and Customers' Satisfaction is positive due to the positive value for correlation coefficient. The Technology dimension has a 0.725 correlation with the Customers' Satisfaction. Also, the second dimension "Business Process reengineering" has also positive value for correlation coefficient with 0.761. Thus, when the innovation management is high, the customers' satisfaction too goes high. The value of 0.786 falls within the coefficient range of ± 0.71 to ± 0.90 . Therefore, the correlation is high. The relationship is significant because the p-value < 0.0001 is less than alpha value 0.05.

4.3.2 Multiple Regression Analysis

Once the reliability analysis is certified and the survey instrument is reliable, the multiple regressions were also needed to determine whether the independent variables are correlated with the dependent variable. From the output derived from SPSS analysis, the researchers obtained the results on regression output such as R square, ANOVA and coefficients that lead to the hypothesis testing.

The result shows the regression of two independent variables and again it's about the customers' satisfaction in the advertising industry in Bahrain.

Table 4.11: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.788 ^a	0.621	0.607	0.34864

This regression output obtained has proved three relevant results which are shown in model summary table. Based on the above table, the value of the R is equal to 78 per cent on the correlation of the two independents variables. Furthermore, in the model summary, R square

is equal to 62.1 per cent which has explained the total variance of the innovation management on the advertising industry. The Adjusted R Square of 60.7 per cent cannot be explained by the regression analysis due to omission of some important independent variables. Therefore, when most of the variations in dependent variables have been explained by the independent variables, the variables seem to be accurate and can be accepted.

4.3.3 Coefficients Analysis

Table 4.12: Coefficients

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.019	0.292		3.491	0.001
Dimension 1	0.270	0.113	0.330	2.392	0.020
Dimension 2	0.438	0.120	0.502	3.639	0.001

With reference to the table coefficient above, the significant of hypothesis testing, the coefficient of determination is to find the two independent variables influence on the Customer Satisfaction of advertising industry. By looking at the Beta column under unstandardized coefficient, all the variables were significant. That means the technology and Business Process Reengineering with p-value less than 0.05 level of significant.

Hence, based on the coefficient table and hypothesis testing as shown above, the regression equation can be derived as: -

$$Y = 1.019 + 0.270X_1 + 0.438X_2$$

Y = Customer Satisfaction

X₁ = Technology

X₂ = Business Process Reengineering

Further to the coefficient table, two variables were significantly impacted towards customer satisfaction of the Firefly. Based on the predicted model above, we can conclude by saying, for every increment change in the technology will be influencing on the customer satisfaction on the advertising industry in Bahrain about 0.270, while the other variable is constant. On the Business Process Reengineering significance, for every increment of the Business Process Reengineering will lead on the positive influence on the customer satisfaction of advertising industry in the Kingdom of Bahrain by about 0.438 while the other variable is constant. Since all the independent variables, technology and business process reengineering are very important to the satisfaction of advertising industry customers in the Kingdom of Bahrain.

DISCUSSION

There is positive association between innovation management and customer satisfaction in advertising industry in Bahrain. Based on the analysis of the data and according to multi regression analysis, it has pointed out that when the innovation management more engaged in the company; the customer satisfaction is also more increase which present a significant relation between innovation management and customer satisfaction, According to Pan and Zinkhan (2006), the innovation was used

for utilizing of key introduction toward consumer loyalty, steadfastness and to pick up market potential that expansion the piece of the overall industry of those organizations which come in line with the result of this project.

There is a positive relation that shows between technology and customer satisfaction. Briefly, technology has a significant relation with the customer satisfaction which mean's when the advertising industry in Bahrain uses the modern and latest technology. That will impact positively of increasing the advertising industry in Bahrain customers' satisfaction. According to Rosenbloom, (2002), in order to utilize the full value of the innovation, the company faces the challenge of matching their business model to the future direction of the technology and the market opportunities. Still, a minor difference might be made by future stages in which either business demand or future technology which might be played a very important role in commercial innovation management which indicated the importance of innovation to enhance and increase the satisfaction of the company clients (Dolfsma, 2005) both outcomes of the above scholars has supported the finding of this project paper.

The result of the analysis data that was collected shows a significant relationship between a business process reengineering and the customer satisfaction. When the advertising industry in Bahrain revised and reengineered the company business process, it indicated that there is a positive impact of business process reengineering on the customer satisfaction element. In this regard, the finding of this research has been supported by Joseph Sungau (2013) saying that companies have been working hard to enhance their business processes in order to update or maintain their services or products for retaining and/or attracting more clients. According to Kohli and Sherer (2002) articulate that a procedure see approach can decide extra factors influencing the transformation of business process for fruitful or ineffective effect even more plainly at a procedure level that influenced directly on customer satisfaction.

5.3 Conclusion

In brief, we can say, that the results of this research have demonstrated the value of innovation management (Business process reengineering and Technology), as well as presenting the tie relation between innovation management and customer satisfaction in advertising industry in Bahrain. The research confirmed that there is positive association between innovation management and customer satisfaction in advertising industry in Bahrain. The technology is having a great value to facilitate the services provided to costumers which increase the customer satisfaction value. that is a result of the decision taken by advertising industry management when established the company by purchasing the most modern machines which result to very high-quality products and services that provided to customers and increase their satisfaction levels. In addition, it can be concluded that companies have a practice to keep updating with the latest modern machines announced in the industry. Moreover, the online services provided by advertising industry in Bahrain has given a significant impact on the level of the customer satisfaction as the company provide an online portal for the customer to submit the service request instead of traditional approach which included the customer requirements and details. Furthermore, the advertising industry in Bahrain customers are able to monitor and track their orders from the request of order till the order deliver online with a full support by advertising industry customer service team as the customers can see the work order life cycle as well as the name of the person who is responsible for working

on the order and able to contact this person through online chat to get any further details and respond to any inquire may be raised by the client. Hence, an automatic email will be sent to the client when the order status has been updated. For example, if the order submits from sales to the production team. The customer gets a notification by email with the status of order as well as the expected date to receive the product or service. Furthermore, the effort had been done by advertising industry in Bahrain is enhancing and improving the offered services to their customers by reengineering of business process which bring a direct impact to their customer satisfaction level. In advertising industry considered the customer comments/feedback regarding their business process, the company used to have an event in order to invite their customers and get their suggestion and comments and listen and record their feedback then, arrange a brainstorming sessions between company and their customers to study the suggested ideas. This is to enhance and improve the services that have been provided. As a result, of this practice advertising industry speeded its responding to customer complaints and facilitate their requests along in order to ensure a high level of satisfactory to its customers. Moreover, advertising industry in Bahrain has enhanced the security of the business processes, at the beginning when the company presents the online system which gives the clients ability to log in the company system by entering username and password only and to pick the order directly to check the order status. Recently, as a part of improvement, the company added some security questions to its system to ensure the authorized client who is the only one able to access the order and check the status of it. Additionally, the system also restricts concerned authorized employee to access the client orders. The result of this enhancement, advertising industry in Bahrain makes the security stronger and more efficient for their business process and for the benefit of their customers. The Customers claimed that services provided by advertising industry meets their expectation and is offering a good services price compared to other competitors with high level of transparency in the process of placing, tracking and receiving their order. All these independent variables act as a vital role in touching customer satisfaction and it should be more anxious by advertising industry in Bahrain. Furthermore, this investigation also provided researcher valued in depth for upcoming studies. Coming and current studies need to put care on other factors distressing customer satisfaction. So, next coming generation can get correct knowledge and information.

5.4 Recommendations

As recommendations to advertising industry in Bahrain from this research as below

1. Advertising industry in Bahrain needs to enhance the mobile application to give more flexibility to the customer to submit and track their orders.
2. Advertising industry in Bahrain needs to add more features for their mobile application to facilities life cycle of the client orders.
3. The mobile application needs to be more user friendly to simplify the process of creating and tracking the customer orders.
4. The Mobile application needs to have more statistic queries to provide the client with high level of view for their orders such as ability to make query for number of orders in process as well as number of orders delivered to the client in specific period.
5. Advertising industry in Bahrain needs to enhance the customer online payment system, by adding more type of cards as well as ability to make bank transfer

- instead of the current system which accepting only one type of the online payment the credit card.
6. The advertising industry customers need to have more facility to use other type of online payment such as bank transfer as well as debit card payment.
 7. The payment system in the advertising industry in Bahrain should has the ability to record the customer card or bank details data if the customer requests to save such kind of information to prevent re-enter information every time when he/she needs to make another payment. By adding a feature as such, the online payment system will be more beneficial to the client as well as increase their customers' satisfaction.
 8. It is highly recommended to revisit the online support system process and enhance it to meet the customer requirements as they claim that online support system needs to be enhanced by minimize the time of response to the client, as well as provide all kinds of support online. Till date there are some support services that requires customers to visit the company to address the request. However, all modern online support systems have a capability to provide any kind of support online.

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