

**THE EFFECT OF COMMUNICATION ON SERVICE
DELIVERY**

A Case Study of Combert Impressions and Type Co. Ltd., Ghana

BY

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DECLARATION

“I Kwaku Kena Asamoah- Twum hereby declare that this dissertation is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted or accepted for the award of any other degree or diploma of a university or other institution of higher learning.”

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DEDICATION

This work is dedicated to anyone who has ever believed in me or supported me in any way. God richly bless you.

KNUST



ACKNOWLEDGEMENT

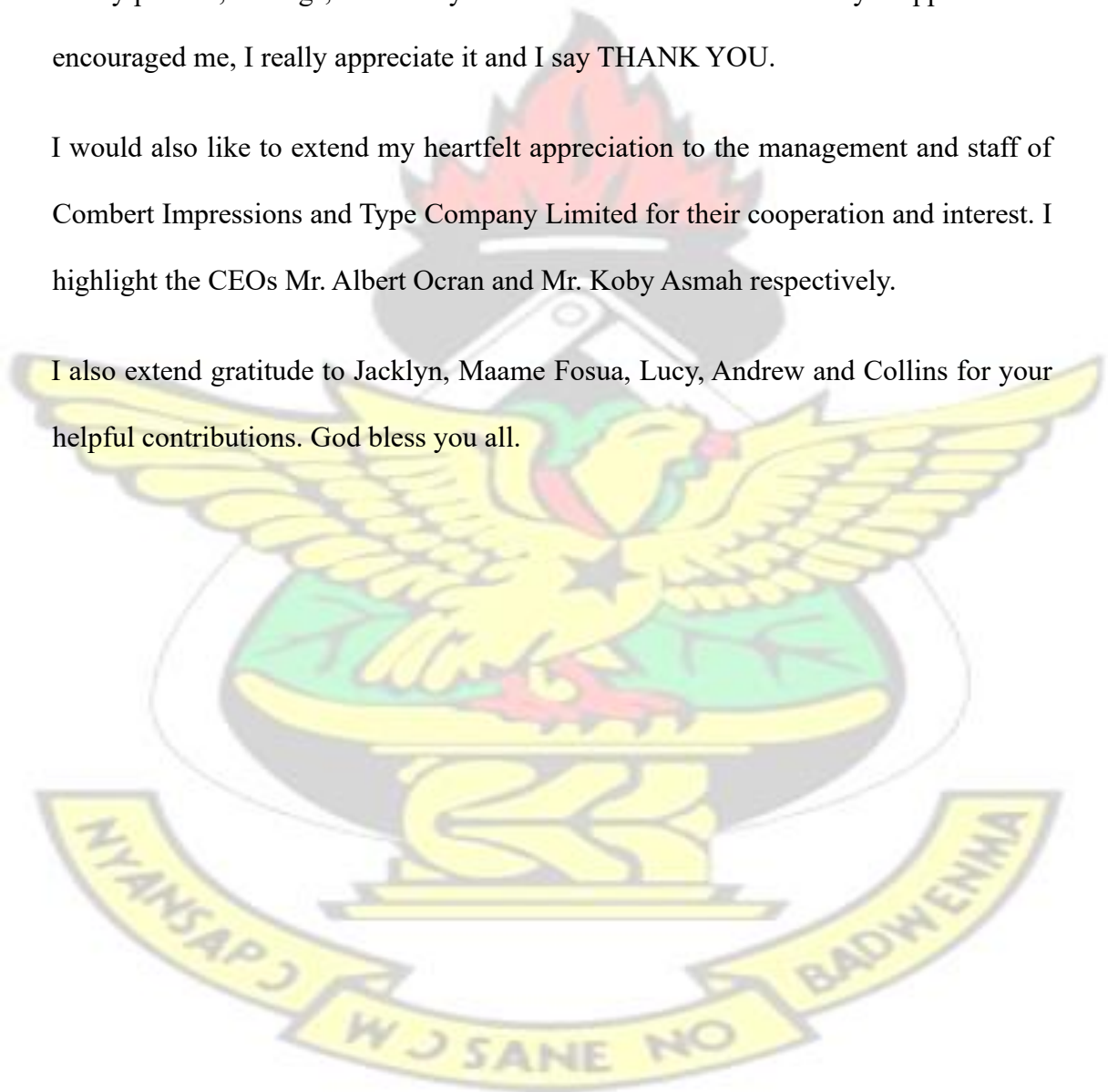
My outmost gratitude goes to God Almighty for his love that knows no bounds.

Secondly, I acknowledge the work of my supervisor and knowledgeable lecturer, Mr. Samuel Yaw Akomea, for his great contribution without which this document would not have survived to see the light of day.

To my parents, siblings, and all my relatives who in their diverse ways supported and encouraged me, I really appreciate it and I say THANK YOU.

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ABSTRACT

Communication has inundated the world in several forms for its importance sake. Its continuous requirement for attention therefore cannot be overemphasised especially in corporate operations. This research however focuses on the print industry and the effect of communication on service delivery. It seeks to determine the business communication practices used by the selected firms, investigate the effectiveness of the chosen business communication methods, examine the quality of service using the SERVQUAL model and examine the effect of business communication on service delivery of the selected print firms. Expectations and opinions of respondents were gathered with the help of interviews and questionnaires and the data analysed. The result indicates customers' appreciation for face-to-face communications thereby making the 'tangibles' dimension the most preferred. The "Empathy" dimension however was the least satisfying to customers since it had the least mean score. With basic education on the SERVQUAL model, management is advised to work towards the improvement of the 'empathy' dimension, while keeping up the good performance on the 'tangibles'. Also the mission and vision statements of the companies were continually visited, guiding communication strategies in the right direction. It was observed that communication strategies adopted were maintained until it was necessary to accept a new one, either in addition or replacement.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

This chapter comprises the background information pertaining to this research, the problem statement, objectives of the study, research questions, justification and scope of the study, an overview of research methodology and the organization of the study.

Communication consists of the transmission or exchange of information, verbally or through other mediums, in order to create dialogue or conversation, give or/and receive direction or knowledge. Communication is a basis of existence. It is also a means of connection between people or places, in particular. Sand communicates texture in its feel, plants communicate health and well being through their features, animals communicate through sounds and gestures and humans take advantage of all these mediums and more.

1.2 Problem Statement

Communication is a dynamic, unending, and non-linear process. It is a process in which interrelated elements work together to achieve a desired outcome or goal' (Barker 1984). Communication is the corner stone upon which organisational activities completely rest and if ignored or misused would be destructive. Past

Harvard Business School dean, Robert Kent said it best; "In business, communication is everything". Communication deserves dedication; must be assessed and improved continually.

In the pursuit of every business venture, be it profit or non-profit, there is the complementary product of relationships. That is to say that once there is the creation of value targeted at people, there has also been created a need for communication.

Communication is the singular bridge that connects people and builds relationships. This is greatly explored in the banking sector in the relationship banking approach. Relationships have proven to be more profitable than just chasing numbers and this therefore reflects positively on the power of communication.

In the print industry, particularly with established companies, there seems to be an awareness of the need to devote attention to organisational communication. Relative to most industries, print is one that requires dedicated attention to the stages in production (prepress, press and packaging) since there is a wide range of specifications, technical language, literal multiples in quantity produced and strict deadlines. Distortion in communication, either by the source or receiver, can be very costly, both to the client and /or service provider. The customers in this industry may have basic knowledge coming in but ignorantly assume otherwise, some also may admittedly declare ignorance but misunderstand when taught and fail to say so, while others are uncertain of their requirements and realise their inaccuracy too late; these are a few client causes of errors in delivery. Within the company likewise, staff may misplace client specifications (job cards), mistake part(s) of specifications, underestimate client demands, etc.

1.3 Objectives

The aim of this study is to examine the effect of business communication on service delivery. Specifically, it is to

- o Determine the business communication practices used by the selected firms.
- o Investigate the effectiveness of the chosen business communication methods.
- o Examine the quality of service using the SERVQUAL model.

- o Examine the effect of business communication on service delivery of the selected print firms.

1.4 Research Questions

- o What business communication practices do the selected firms adopt?
- o What is the effect of the business communication methods on the firms?
- o What is the quality of service using the SERVQUAL model?
- o What is the effect of business communication on service delivery of the selected print firms?

1.5 Justification

With considerable experience in the print industry, particularly the sample companies (Type Company Limited and Combert Impressions Company Limited), there is a need for research in this area due to the seeming awareness of the need for attention to organisational communication but the persistent evidence of challenge. This applies internally and externally in many organisations amongst staff members and also with

customers. Time and again, there are the recurring problems that lead to communication associated causes that result in the loss of money and clients, ergo the need for the study.

1.6 Scope of the Study

This is a study on the effects of business communication and its effects on quality of service as relates to the print industry. The study however focuses on two premier companies in the industry, Type Company Limited and Combert Impressions. The print industry has been chosen because it is communication centred; taking and .It will therefore be interesting to investigate the effect of business communication on the performance of the selected companies in Accra. The firms under study are privately owned and two of Ghana's most prominent.

1.7 Overview of Research Methodology

A case study research design was adopted for easy assessment of the effect of business communication on the service delivery of organisations in the print industry. Two major companies were used; Type Company Limited; a member of Ghana's prestigious club 100 that redefines print in Ghana; and Combert Impressions Company Limited; also a prominent print house in the capital city, Accra.

Both primary and secondary source data will be used. The primary source data will be collected by a semi-structured self-administered questionnaire to non-management and customers within the various companies under study whereas management will be interviewed.

1.8 Limitations of the Study

This work was constrained with a number of factors. Notable among them was the consciousness of the reluctance of some members of management of the various companies to give out information for fear of compromising confidentiality especially since the research included a major competitor.

There was also the problem of financing the project. This study involved a lot of movement to the selected companies for questionnaire administration and collection.

As a result, a lot of money was spent to and fro to these companies for the data.

There also was the problem of administering of the questionnaire. Some of the customers of the companies refused to fill out and some of those who filled left some portions blank and had to be edited during the coding.

Also there were other transaction costs that went into conducting the research, without which the work would not have been possible. These constraints however did not undermine the findings of this research.

1.9 Organization of the Study

The study is divided into five main chapters. Chapter one comprises the background study, problem statement, objectives, research questions, justification and scope of the study, a brief overview of the research methodology and the organization of study.

Chapter two is a review of the related literature and the conceptual framework of the study whereas chapter three is focused on the research methodology. Chapter four is the findings; analysis of data collected and discussions of the study and chapter five will consist of the recommendations, summary and conclusion of the study.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

These days it is so easy to use the term communication almost like a cliché, without any reflection upon its meaning. The word itself comes from the Latin verb *communicare*: to impart, to participate, to share. That in turn probably derives from *communis*, the source of the English word *common*. A piece of common land for example, is one which all can share. Indeed, in the early days, communication used to include the giving or bestowing of material things. In the course of time it tended to become restricted to the imparting or transmitting of things intangible or abstract, which is how it is now.

2.2 Communication inside the Organisation

“The two types of communication are formal and informal. Formal communication flows along the official paths prescribed by the organisation’s chain of command as shown by its organisational chart. Formal messages flow downward, upward and horizontally.”(Cornelissen J. (2008). *“Corporate Communication”*. Second Edition. Sage Publications Ltd. pp. 120)

2.2.1 Downward Communication

Formal messages that flow from managers and supervisors to subordinates are called downward communication. Eg. Lecturer to Teaching Assistant to Students. Usually these are commands or direction and not dialogue or discussion.

2.2.2 Upward Communication

Formal messages also flow upward from subordinates to supervisors and managers.

The following types of messages are valuable when upwardly communicated (Planty&Machaver, 1977, p.167): reports of employee work, achievements and progress; outlines of work problems that need to be solved; suggestions for improvements within the departments for company; and how employees thin and feel about their jobs, associates and company.

2.2.3 Horizontal Communication

In horizontal communication, messages flow laterally between people of the same rank.

Horizontal communication is important for coordinating tasks (with employees or departments), solving problems, sharing information, and resolving conflicts.

(Hamilton C. (2008). *“Communicating for Results”*. Eighth Edition. Thomson Wadsworth. pp. 33, 34.)

Managers must know whether they and their staff speak a common language, as those with a common professional training should do, or whether they must make allowances

for misunderstandings that can arise from different backgrounds. A more difficult barrier to communication stems from the superior-subordinate relationship itself. Each is likely to tell the other what they want to communicate rather than what the other wants to hear. Some superiors can inspire sufficient confidence to reduce this barrier greatly, but few are likely to overcome it altogether.

A traditional task of managers is 'motivation' – getting people to perform effectively. Leavitt distinguishes different ways of doing this: by the use of formal authority, which is formal power; by coercive power; by manipulation; and by a shared collaborative activity. A superior who relies on formal authority is narrowing the effective range of control over others.

Organisational culture is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Each problem they solved created the opportunity to solve the next problem than their last solution created. They displayed the characteristic of not just 'having the answers' but of 'living-in-the question'. They ask questions not merely to generate answers but to reveal what is possible. (Stewart, R. (1993). *"The Reality of Organisations"*. 3rd Edition. The Macmillan Press Ltd, Hampshire. pp. 64-65, 156, 159.)

2.3 Management of Customers

Seek feedback on your performance. Maintain good relationships and friendships. If you always approach everyone with cheerful optimism you'll find that they simply have no choice but to respond in kind. Build respect - both ways - between you and your customers. Each of us should know what our customers expect before they know it.

Dinesh K Gupta & Ashok Jambhekar. "The Rules of Management". Pearson Education Limited. pp. 189.

Don't cheat or lie to your customers. You need them. It's a two-way thing and it's an important relationship. Customers are never too much trouble. They provide my food and clothing and smart car and good holidays. Why should I abuse them? In return I provide them with entertainment, fun, quality products, a brand they can be proud of, a lifestyle they can buy into, and a sense of belonging to an exciting and dynamic company. Templar, R. (2005).

Of relative importance to an understanding of Communication and Management at work is the construction of meaning among participants in workplaces. Essentially communication is about how information or messages are issued and received. But communication and management at work does not stop here. As all participants send and receive messages, they also have to understand and interpret these messages in order to understand them. When we receive a message, let's say a red traffic light, we not only receive the message, we also understand and interpret it.

With the continuous rise of modern post-industrial work arrangements, communication has become an ever more important aspect of our present and future working and social lives. Not surprisingly, much has been written on the relationship between the way work has been managed and communication. Klikauer, T. (2007). *“Communication and Management at work”*. PalgraveMacmillan, Hampshire/New York.pp. 2,43, 204,.

2.4 Organisational Strategy

Professionals and the assignment thereof are made to appear as if they were part of a natural process. They should be perceived as something that cannot be taken away by those lower in the hierarchy. In that way the carrier of the bureaucratic identity is able to rule over those lower in the hierarchy as an untouchable, which further enhances the status of the bureaucracy-identity linkage.

The three subsets of an organization strategy include (1) determining the objectives for a particular communication, (2) deciding what resources are available for achieving those objectives, and (3) diagnosing the organization's reputation.

2.4. 1 Determining the Objectives for a Particular Communication

That is the basis for defining an objective: What does the organization want each constituency to do as a result of the communication? To get that response, you must think strategically about your communication, including setting measurable objectives for it.

2.4.2 Deciding What Resources are Available for Achieving Those Objectives

Determining how to communicate about something like an employee benefits plan or introducing a new product into a market depends heavily on what resources are available within the organization, including money, human resources and time.

Most companies, unfortunately, often err on the side of short-term, inexpensive solutions to communicate problems because they are not looking at the problem from the perspective of the constituency in question. This is similar in a problem individuals have in communicating: they look at their own needs rather than the needs of their audience and end up having difficulty reaching their communication objective.

Typically too few are assigned to deal with communication tasks, and those involved are often inexperienced or unqualified.

2.4.3 Diagnosing the Organization's Reputation

Sometimes, a damaged reputation can result from circumstances beyond an organisation's control, not resulting from any specific actions or missteps by the company itself...One possible strategy to combat this "guilty by association" would have been to craft a communication program that would actively seek to distinguish it from Enron in a highly visible way.

While privately held companies do not have to worry about shareholders, they have to worry about the loss of goodwill-which can affect sales-when a crisis hits. Argenti, P.

A. (2007). *“Corporate Communication”*. McGraw-Hill Companies, Inc. pp. 25-28, 226.

2.5 Feedback

There is an expression, ‘The meaning of the feedback is the response it gets.’ When you say (or write) something and get a response, the response may not be what you expect. You have asked a question, from your perspective. The other person has heard the question and responded, not from your perspective, but from theirs.

There is a similar saying, ‘There is no failure, only feedback.’ In other words you didn’t fail to communicate; you simply got some feedback that you were not expecting. This treats the feedback as useful information, rather than judging it (or yourself) as successful or failing. Then you have used the feedback. Jones P. (2008). (*“Communicating Strategy”*. Gower Publishing Company, England. pp. 134.)

2.5 SERVQUAL methodology

Clearly, from a Best Value perspective the measurement of service quality in the service sector should take into account customer expectations of service as well as perceptions of service. However, as Robinson (1999) concludes: "It is apparent that there is little consensus of opinion and much disagreement about how to measure service quality". One service quality measurement model that has been extensively applied is the SERVQUAL model developed by Parasuraman et al. (1985, 1986, 1988, 1991, 1993, 1994; Zeithaml et al., 1990). SERVQUAL as the most often used approach for measuring service quality has been to compare customers' expectations before a service encounter and their perceptions of the actual service delivered (Gronroos, 1982; Lewis and Booms, 1983; Parasuraman et al., 1985). The SERVQUAL instrument has been the predominant method used to measure consumers' perceptions of service quality. It has five generic dimensions or factors and are stated as follows (van Iwaarden et al., 2003):

- (1) Tangibles: Physical facilities, equipment and appearance of personnel.
- (2) Reliability: Ability to perform the promised service dependably and accurately.
- (3) Responsiveness: Willingness to help customers and provide prompt service.
- (4) Assurance (including competence, courtesy, credibility and security):
Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- (5) Empathy (including access, communication, understanding the customer):
Caring and individualized attention that the firm provides to its customers.

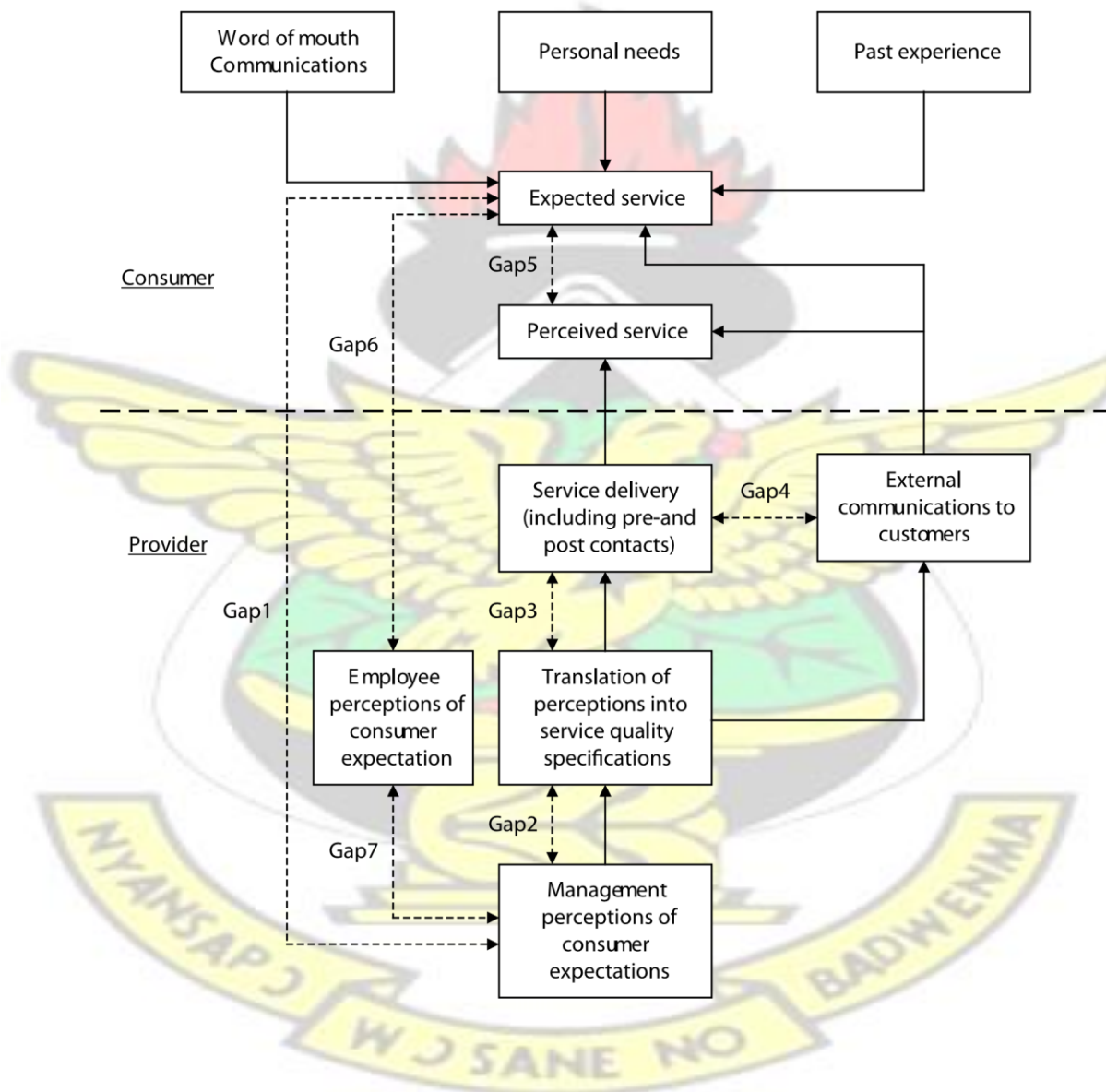
2.6 Service and Communication

Communication strategy is one of the key components of the service marketing mix (Hoffman and Bateson 2002). A communication strategy is developed to create consumer awareness and position the firm's service offering in consumer's evoked set of alternatives. The service offering may be communicated either through non-personal sources such as television or print media or through face-to-face and personal sources. The advantage of using personal sources is that communication is two-way and immediate feedback is available. The value of communication is an integral part of the perceived service value by consumers in any interaction with the company, both personal and media-based (Heinonen and Strandvik 2005).

It is commonly known that employees' display of affective characteristics, such as friendliness, responsiveness, and enthusiasm, positively influence customers' overall evaluation of service consumption experiences and perceptions of service quality. Further, we are aware that employees' verbal behaviour during an encounter (such as words of greeting and courtesy) affect customer perceptions of employee friendliness and consequently enhance the perceived quality of the service interaction (Elizur 1987). However, what is relatively unclear is the nature of the effect of service employees' actions, particularly their nonverbal behaviour on customers' perceptions of service employees' characteristics (such as their friendliness, competence, and credibility). This lack of clarity is unfortunate because research in the communication field reveals that the non-verbal components are at least as important (if not more) as the verbal components of interpersonal communication in shaping the outcome of employee-customer interactions (Burgoon et al. 1990). In fact, nearly half of the variations in response

to interpersonal communication can be attributed to nonverbal factors (Mehrabian 1981). It is even suggested that non-verbal communication, the form of communicating thoughts and emotions without using words, accounts for nearly 70 per cent of all communication.

Figure 1: Model of service quality gaps (Parasuraman et al., 1985; Curry, 1999; Luk and Layton, 2002)



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Under this chapter will be the methodology of this research, thus a definite layout of the direction the case study is going to take. The following sub-headings are going to be treated: the research design, population, sample and sampling technique, data collection instruments, data analysis, validity and reliability of the instrument, research procedure as well as a brief overview of the study area.

3.2 Research Design

This case study research was prepared for undertaking within Accra, the Greater Accra Regional capital. It was selected for the study for the purposes of carrying out an inclusive evaluation of the effects of business communication on service delivery in the print industry. This layout was chosen regardless of its weakness of limited extrapolation, because it is one of the best for obtaining reliable and relevant research results for application to similar organizations. (Saunders et al, 2007).

Together with secondary, primary source data was adopted in data collection. The respondents were management, non-management and the customers of the sample print companies. Management of the companies were interviewed with the help of a structured questionnaire whereas non-management staff and customers were approached with self-administered questionnaires. Print companies were used also because they are labour intensive and require organisation communication intensely.

Availability of primary data was challenging for the dominant reason that the success of the study required the contribution of several persons, some of which the readiness of their responses was an issue and others who were not easily accessible.

3.3 Population

Management, non-management and customers were the targeted population for the study. Type Company Limited, a member of Ghana's prestigious Club 100, and Combert Impressions also a well ranked print company were the sample firms adopted for the case study. Personal experience with these companies led to the decision to pursue this study and also created trust and entry to carry out the research with them. These companies were also selected because they are a representation of the epitome of commercial print in the country and as such serve as a reliable source to authenticate the research.

Table 1 Population

Companies	Customers	Non-management Staff	Management Staff
Type Co. Ltd. (A)	560	70	7
Combert Impressions (B)	470	52	6

Author's Field Study

3.4 Sampling Method and Sample Size

In the selection of the two (2) companies in the Greater Accra metropolis namely; Type Company Limited and Combert Impressions Company Limited, purposive sampling technique was used. Simple random sampling was used in selecting both non-management and customers. Management were equally interviewed. Probability and non-probability sampling techniques were adopted.

An estimation of the daily average of the customer population for the rate of patronage was used. This was used because it was quantifiable. In calculating for the respondents, the following formula was used to reach a total sample size:

$$N^a = \frac{n \times 100}{re\%}$$

Where: N^a = actual sample size, n = estimated daily average and $re\%$ estimated response rate expressed as a percentage.

In calculating for company A, due to its patronage rate, 40% estimated response rate was used. This was because the likelihood of response was higher as compared to the company B with which 60% response rate was used which has a lower patronage rate.

A total sample size of two hundred and fifty respondents was targeted for the study. Out of the total sample one hundred and sixty were customers, eighty four nonmanagement and six were from the management of the selected companies.

Table 2 Sample Sizes of Respondents

Companies/ star	Customers	Non-management	Management
Type (4)	90	51	4
Combert (3)	70	33	2

Author's Field Study

3.5 Data Collection Instruments

Interviews were carried out to collect data from key stakeholders in the companies. Census sampling was used in interviewing the management of the various companies. Questionnaires were adopted in order to be able to examine and explain the relationship between variables. Two sets of questionnaires were prepared and distributed among non-management and customers. The SERVQUAL questionnaire was administered to customers to probe on their views of service quality in the selected companies whereas both semi-structured and the 5-point likert scale questionnaire were administered to the non-management.

3.5.1 Questionnaires

Self-administered questionnaires were distributed and collected over a ten-day period by hand to respondents from the selected companies. Separate questionnaires were

prepared for non-management and customers. The questionnaire for customers was an adaptation of the SERVQUAL instrument developed by Parasuraman, Zeithaml and Berry for customers. The 5 point Likert scale where 1 = strongly agree and 5 = uncertain, along with opened and closed ended questionnaire was developed for nonmanagement.

The five dimensions and their respective statements in the SERVQUAL questionnaire were as follows:

- Tangibles-statements 6-10: Attractiveness of facilities, conditions of equipment and appearance of personnel;
- Reliability-statements 11-15: Ability to perform the promised service dependably and accurately;
- Responsiveness-statements 16-19: Willingness to help customers and provide prompt service;
- Assurance-statements 20-23: Knowledge and courtesy of employees and their ability to inspire trust and confidence; and
- Empathy-statements 24-27: Caring, individualised attention that the organisation provides its customers.

3.5.2 Interviews

Management of the print companies were interviewed. The use of the interview of management was to gather reliable and valid data to help answer the research questions

and objectives. Structured interview was used as a set of questions was read and the response to the various questions was recorded using coded answers.

3.6 Data Analysis

The data was analysed using STATA version 11 statistical package and graphs were plotted using Microsoft excel and STATA. Descriptive statistics described the organisation and summary of the quantitative data. All questionnaires administered in this study were checked for completeness and entered in Microsoft excel. Reliability coefficients of the SERVQUAL were tested. All the variables used in this analysis were checked for any discrepancies by examining their frequency distribution.

Respondents' characteristics were examined by tabulating the categorical and binary variables appropriately. Association for continuous variables such customer satisfaction, telephones/ fax, internet/ e-mails, and face to face among others and the proportion of variation in customer satisfaction accounted for by business communication variables were explored by fitting univariate multi-linear regression model.

3.6.1 Quantitative Analysis

Quantitative analysis deals with the presentation and interpretation of numerical data. The results section of paper contains descriptive statistics where graphs and frequency were used in the explanation of the analysis of the data. The SERVQUAL models, made up of five generic dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy were analyzed quantitatively against customer satisfaction. The need for a quantitative analysis in this study was to present measurable variables for examination in order to establish a relationship and report.

3.7 Brief Description of the study area

The economy as well as political state of affairs in the country understandably has a direct effect on the performance of these competing companies. For example, during the infamous global economic recession, NGOs that contributed largely to the companies' accounts were forced to reduce their orders tremendously or withdraw from the country entirely, adversely affecting progress and increasing the level of competition. Also, during the seasons of political elections, orders tend to rise due to the increased demand for print related stationary and logistics.

3.7.1 Type Company Limited

TYPE Company Limited, one of Ghana's leading graphic design and printing company is a family owned business established in November 1993. Its core business at the time was desktop publishing and graphic designing.

With experienced staff and well-equipped manufacturing facilities, Type brings to its highly esteemed clientele the best in the industry. Type presents a printing process that is critically monitored from start to finish ensuring that the organisation continues to build on its success to stand the test of time.

For more than 13 years, Type Company Limited has stayed true to its mission to "maintain consistent quality, timely delivery and satisfied customers". An important

element of Type's success is continually finding ways to improve its processes and better serve its customers' changing needs.

The company is currently rolling out new products that are relatively new to the subregion. Among some of the new products is Security Printing for the increased banking community, label printing for industries and printing of books for Ministry of Education?

3.7.3 Combort Impressions Company Limited

Combort Impressions Company Limited, (hereinafter referred to as 'Combort' or 'the company') as its name suggests is a private limited liability business. It was incorporated in Ghana in 1995 and registered to administer services in printing. Combort operates in Accra. The industry within which the company serves is a fast passed and urbanised one, highly competitive and demanding. The major technologies applied in the industry are industrial printers, binding machines, computers, etc. These tend to advance biannually on average internationally but as always it remains to the discretion of the company what to adopt. There is also the issue of operators being more expensive to afford and problematic to find the closer you get to recent technology so within the industry output is the topmost concern rather than the mechanics. However, strong competition forces the major players to secure technologies that save time, improve output and also perform a wider range of tasks.

The clientele of the company are quite diverse. They are mainly private individuals covering all ages; from as young as 16 to as old as 80, and in a few cases, over. Combort

has also increased its client base to include large public and private institutions and organisations. There are also a number of established clients, most of whom consistently produce monthly, quarterly and annual publications as well as general print projects. The clientele includes non-governmental as well as governmental agencies, authors, financial institutions, media and faith based agencies.

The ratio of individual to corporate clients would effectively be a balanced one.

Combert provides a mix of products and services that offer a range of printing solutions to customer needs and requirements. Its product scope covers printing as well as publicity and promotional materials. The company's list of items offered includes books, research papers and reports, corporate stationery and literature (e.g. letterheads, call cards, invoices, receipts, annual reports, journals, magazines, folders and files) as well as other print-related services such as graphic design, editing, colour separation, lamination, binding and publishing. Nevertheless, its primary products would be publications. Combert distinguishes its products with its name and contact details either within or behind in minor text as is the norm practiced within the design and print industry.

The company delivers its products and services largely from the central location of its office complex. Some customers visit the office with their orders or questions while others prefer to call or contact Combert online. It is more common to find quotations being delivered by email or telephone. Majority of those that visit the office do so by a personal vehicle or property of the organisation they represent. The company prefers to deliver client orders but they regularly come from within Accra so do not cover much

by way of distance when they decline the offer. Nonetheless, in occasion customers come in from more remote areas like outside the region and the country as well. For such they are given an incentive such as a fitting discount.

In establishing a relationship with customers, Combort relies on the marketing department. Upon arrival, smart and pleasant looking marketing officials meet customers and an individual is assigned to an account and it is to him/her the customer directs every concern until delivery is done. The marketing personnel appear decently in official attire such as button-up shirts, ties, dark suites, black corporate shoes, etc. They are friendly and respectful towards clients. Their service to the client extends outside working hours especially when it is job related. As such clients get to communicate their anxieties even when the office is closed for business on working days, holidays and on weekends.

Consideration is given to the physical evidence surrounding the delivery of products or services of the company. The office structure is attractive (respectable architecture, well painted within and outside in the company's colours and also has a decent parking space). To locate Combort is not challenging since it has directional signs mounted from the major roads connected to the office. The company inevitably by virtue of specialty offers an appealing set of personal office stationary such as brochures and call cards. By industry standards, Combort has an appropriate collection of equipment to count it amongst the forerunners.

The service delivery cycle practiced at the company is a transparent one due to the nature of the business. When a client places an order for the design and print of a publication for example, relying on the assistance of the assigned marketing person the customer is able to track and be involved in the various stages of production (editing, design, pre-press, press, finishing, packaging and delivery). The customer gives an approval at certain crucial points before work can be continued. It is a means of guaranteeing the customer the expected outcome thus ultimately avoiding disappointment. It therefore takes the collaborative effort of the customer and the company to reach the product.

By way of competitors Combort would have countless but its standing in the industry gives it about 10, inclusive of afore mentioned Type Company Limited. Combort unfit competitors would constitute all smaller print businesses such as those operating from containers, Internet cafes and those with one industrial printer or two. Technically, they would be considered competitors except Combort meets certain requirements necessary to procure upscale jobs from government and larger companies so on industry bases these smaller companies are not considered to be on an equal level. Combort would be thought off as doing well for itself, but in academic language “there is more room for improvement.”

CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSIONS

4.1. Introduction

Chapter 4, as titled, is an analysis and discussion of findings in line with the objectives set for the research.

4.2. Demographic Characteristics of Respondents

This chapter examines the age, gender, nationality, and occupation and how respondents came into contact with the selected print firms under research. The overall total respondent's response rate was 266. Out of this, 176 were customers and 90 were staff and 6 were management of the selected print firms under study.

4.2.1. Demographic characteristics of customers

From Table 3 below, the data collected show a male population of 113 representing 64.2%, which was more than the female respondents who were 63 representing 35.8%.

Respondents between the ages of 18-30 years were the highest response of 83 representing 47.2% as can be seen from table 1 (below) followed by 31-45 years, which was 30.7%. 30 and 9 respondents representing 17.1% and 5.1% were for the ages between 46-60 years and 60 years and over respectively. The table clearly shows that, there is a future for the print firms under study since most of its customers fall within the "Youthful" ages of 18-35yrs.

Table 3: Demographic Characteristics of Customers

Characteristics of respondents (N=160)			
Gender		N	%
	Male	128	80.0
	Female	32	20.0
Age group (years)			
	18-29	72	45.0
	30-39	54	33.8
	40-59	30	18.7
	60 and above	4	2.5
Occupation			
	Professional Qualified	53	33.1
	Government Worker	47	29.4
	Businessmen	42	26.3
	Unemployed	5	3.1
	Students	13	8.1
Nationality			
	Ghanaian	141	88.1
	British	5	3.1
	American	4	2.5
	South African	3	1.9
	Chinese	1	0.6
	Nigerian	4	2.5
	Others	2	1.3
Hearing about Print Industry			
	Recommendation	98	61.3
	Advert	12	7.5
	Search engine	5	3.1
	Corporate arrangement	36	22.5
	Other	9	5.6

Source: Author's field Study

A total of 160 respondents were represented, 33.1%, the highest percentage, were professional qualified who can be separated into various classifications as civil servants or other professions (lawyers, bankers, accountants, lecturers, surveyors, doctors etc.) with 29.4% government workers. It could be suggested that reflecting on the status of the print firms under study, they are popular among this category of people.

It can also be seen from the table that 141 of the respondents representing 88.1% were Ghanaians with the remaining 11.9% representing other nationals such as American and British. This could simply be due to the location of the print firms encouraging Ghanaians to be the higher patrons.

Referring to the table once again, majority of respondents also discovered the print firms under study through recommendation with the highest response of 61.3% followed by corporate arrangement with 22.5%. Deduction that can be made from this is that majority of old customers were/are pleased since respondents found the companies through recommendation and corporate arrangement.

4.2.2 Demographic Characteristics of Employees

Table 4: Employees Demographic

Characteristics employees (N=90)			
Gender		N	%
	Male	60	66.7
	Female	30	33.3
Age group (years)			
	18-30	59	65.6
	31-45	27	30.0
	46-40	3	3.3
	60 and above	1	1.1

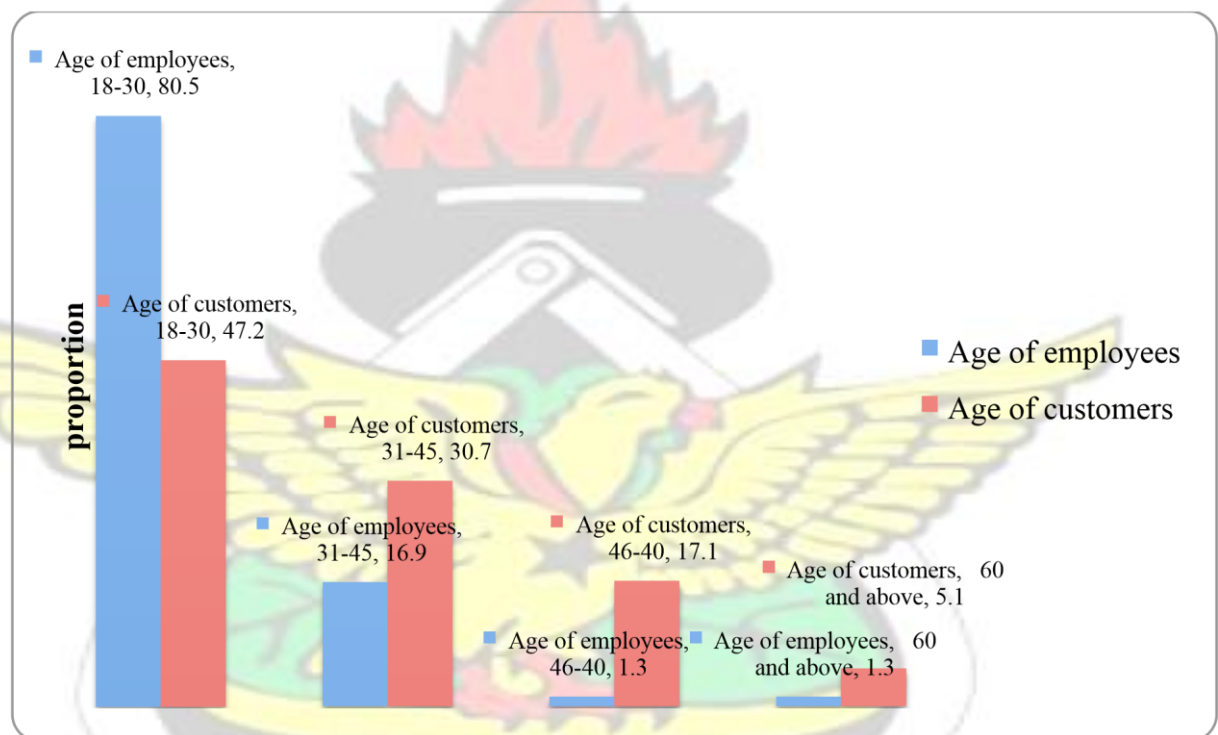
Source: Author's field Study

From the above table, 60 representing 66.7% form the male section of the population of employees with 30 respondents denoting 33.3% who are female employees. For the age grouping, 59 of the respondents representing 65.6% were within the ages of 18-30

and had the highest number. The attributions to this could be that since print firms are labour intensive, employing younger people who are likely to serve longer terms on the job is more prudent. Figure 1 (below) shows a cross tabulation of the age distribution of customers and employees.

Figure 2: Age distribution of Customers and Employees

Source: Author's field Study



From the figure above, the 18-30 years age group category of the customers have the highest respondents. Assumptions made are based on the fact that, there is a future for the print firms since the majority of the respondents are in their youthful years.

4.2.3 Departments of Employees in the print firms

Table 5: Departments of Employees

Characteristics employees (N=90)		
Department	N	%
Sales/Marketing	10	11.1
Design	22	24.4
Packaging	29	32.2
Press	12	13.3
Operations	6	6.7
Accounts/stores	5	5.6
Maintenance/Transport	6	6.7

Source: Author's field Study

There are various departments in the company and from the table (5) above, 29 staff representing 32.2% were packaging staff being the highest and 22 representing 24.4% following up to be the second highest. The press department also had 12 staff representing 13.3%. Deductions from table 5 (above) is that packaging staff are the highest number needed by the print firms since print firms deal with bulk quantities and as such to properly finish and make products presentable many hands are required.

4.3 Business Communication Practices Used in Print Firms

Figure 4 (below) illustrates the business communication practices adopted in the print firms. From the table below, telephone/ fax had the highest of 87.7% respondents. Face-to-face had the second highest of 84.4%. From the figure below, telephones/ fax is the most frequently and importantly used medium according to employees.

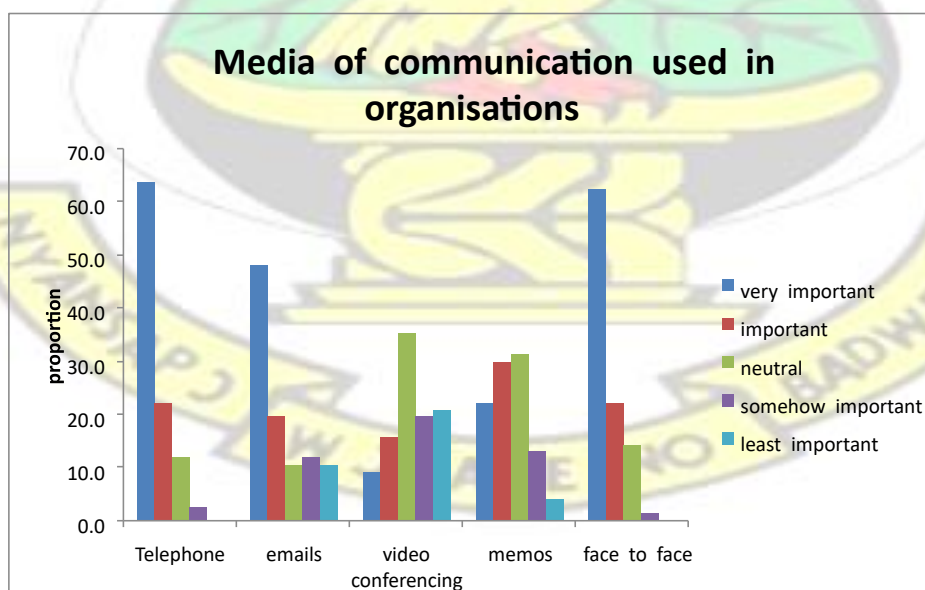
Inferences drawn could be associated with the fact that they are handy and with modern technology such as intercom and cellular phones, they are easier to reach its intended group.

Face-to-face communication could be associated to the fact that they allow for an open communication and it is important in the daily, emergency and forth nightly meetings as well as in the annual staff durbar which allows staff to express their views and concern.

Internet/ E-mails had 67.6% are also used because considering the star ratings of the print firms and the type of people who patronise the place, internet/e-mails are also important.

Videoconferencing was the least medium used and this can be attributed to the expensiveness of it and also since not all staff do computer related works.

FIGURE 3: Business Communication Practices



Source: Author's field Study

In an interview with some management of the selected print firms, they all adopt the two way and 'hybrid' form of communication. The hybrid communication is the use of both technology and manual form of communication. This is the use of the internet/telephone and face-to-face. Management communicate among themselves with internets but to employees with telephones and by face-to face. This is because not all employees do computer related works and therefore have no access to computers.

4.4 Effectiveness of Business Communication

Table 6 (below) describes the effectiveness of business communication in the selected print firms. As observed from the table, business communication in the selected print firms is effective since the majority of the respondents attest to this as can be observed from the table with strongly agree to agree.

Table 6: The Effectiveness of Business Communication

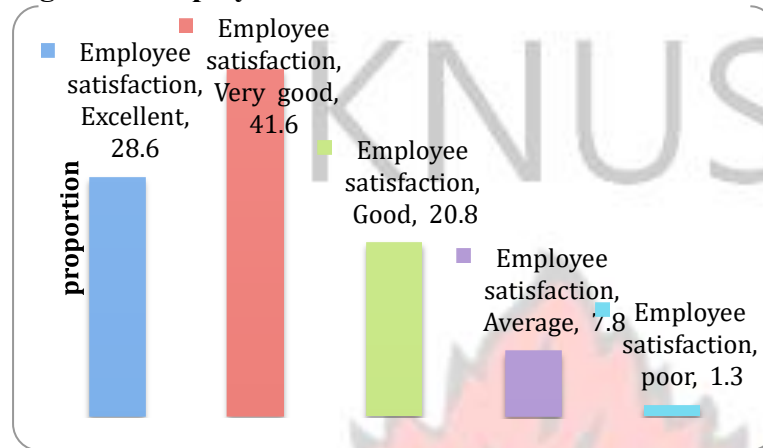
Effectiveness of business communication among non-management staff (N=84)		
	N	%
Communication is well understood by all		
Strongly agree	35	41.7
Agree	41	48.8
Strongly disagree	2	2.3
Disagree	3	3.6
Uncertain	3	3.6
There is a cordial relationship between management and employees		
Strongly agree	32	38.1
Agree	42	50.0
Strongly disagree	5	6.0
Disagree	4	4.7
Uncertain	1	1.2
The flow of information is accurate and reliable		
Strongly agree	30	35.7
Agree	44	52.4
Strongly disagree	1	1.2
Disagree	8	9.5
Uncertain	1	1.2
Management handles feedback in a timely manner		
Strongly agree	23	27.4
Agree	47	56.0
Strongly disagree	6	7.1
Disagree	8	9.5
Uncertain	-	

Source: Author's field Study

Interviewing the management of the selected print firms, it was realised that, informal communication was common in the selected print firms. This was to create a strong bond between management and non-management allowing for the expression of views and opinion from non-management. Feedback from customers was received through word of mouth, guest comment cards and suggestion boxes. Reply to customers'

feedback was communicated mostly through word of mouth internet/emails, phone calls and sometimes via text messages.

Figure 4: Employee Satisfaction of Communication Effectiveness



Source: Author's field Study

From the figure above, the overall satisfaction level of the effectiveness of communication is very good which is represented by 91% of the graph which ranges from excellent to good as can be seen from figure 3. This means that, the majority of the respondents are satisfied with the communication hence its effectiveness in the print firms. Please refer to graph below (Figure 3).

4.5 Evaluating Service Quality with the SERVQUAL Model

4.5.1. Reliability Results of the SERVQUAL Model

Alpha coefficient values according to Van der Walet. al., (2002) can range between 0 and 1.0 and this is an indication of the alpha coefficient scores for each component of service quality. Gliem and Gliem, (2003) stated that alpha coefficient values are used to show why single-item questions pertaining to a construct are not reliable and should not

be used in drawing conclusions but rather multi-item scales are more reliable. Higher values indicate higher reliability among the indicators; hence 1 is the highest value that can be achieved.

A 5-point Likert scale similar to that used by Parasuraman *et al.* (1988) was used in measuring all items. From the study of table 5, the results illustrates that the total scale for this study is 0.88. This is closer to 1.0, which is the highest value to be achieved.

The reliability of the SERVQUAL model therefore for this study is significant.

Table 7: Reliability coefficient (alpha)

Dimensions	No. of Items	Alpha coefficients for dimensions	Item
Tangibles	5	0.79	Q. 6 Q. 7 Q. 8 Q. 9 Q. 10
Reliability	5	0.88	Q. 11 Q. 12 Q.13 Q. 14 Q. 15
Responsiveness	4	0.85	Q. 16 Q. 17 Q.18 Q.19
Assurance	4	0.37	Q. 20 Q. 21 Q. 22 Q.23
Empathy	4	0.82	Q.24 Q. 25 Q. 26 Q. 27

Source: Author's Field Study

4.6. Customers Satisfaction of Service Quality Dimensions

Table 8 below illustrates customers' satisfaction on service quality dimension in the selected print firms.

Table 8: Mean Satisfaction of Customers

Dimension	No. of Items	Mean Value
Tangibles	5	4.49
Q.6 Q.7		4.52 4.48
Q.8		4.60 4.34
Q.9		4.51
Q.10		
Reliability	5	4.01
Q.11 Q.12		4.09 4.05
Q.13		4.06 3.96
Q. 14 Q.15		3.90
Responsiveness	4	4.03
Q. 16 Q.		4. 06
17		3.99
Q. 18		4.07
Q. 19		3. 98
Assurance	4	4.33
Q. 20		4.72
Q. 21 Q.		4.25 4.21
22 Q.		4.12
23		

Empathy	4	3.91
Q. 24		4.07 3.76
Q. 25		3.91
Q.26		3.90
Q. 27		

Source: Author's Field study

4.6.1. Satisfaction level of Tangibles:

With a mean score value of 4.49, tangibles had the highest satisfaction of all the SERVQUAL dimensions. Staffs present a neat and a professional appearance had the highest mean score of 4.60 (Q. 8). However, the materials and written communications (Q. 9) of the company had the least mean score of 4.34. This indicates that, the written communications of the print firms should be made visually appealing and easy to read and understand whereas staff should keep up their professional appearance.

4.6.2. Satisfaction Level of Reliability

Reliability had the fourth highest score among the dimensions with (Q. 11) which is service performed and received first time right and up to industry standard having the highest mean score of 4.09. Where an action or result promised within a certain time had the least mean score of 3.90 (Q. 15). This signifies that, staffs perform to the expectation of their star rating which pays off but management should ensure that a promised action should be delivered on time and customers be updated on its progress if there is a delay and as such cannot be acted on within the time frame.

4.6.3. Satisfaction Level of Responsiveness

With the overall third highest of 4.03 from table 8 (above), Services provided at all times needed (Q. 18) had the highest mean score of 4.07 and whereas customers abreast of changes (Q. 19) had a least mean score of 3.98. Inferences from this shows that, all the services provided at the print firms are necessary and needed and thus should be maintained and the flow of communication between the print firms and its customers be strengthened to avoid confusion and chaos. This is to say that, customers should be made aware of changes in policies in the print firms.

4.6.4 Satisfaction Level of Assurance

The satisfaction level of assurance had the overall second highest of 4.33 in table 6 with secured and safety company premises (Q. 20), having the highest of 4.72 among the group. The least score among the group was Q. 23 i.e. whether queries being answered satisfactorily by staff had the least score of 4.12. The safety of the premises is an added advantage to the company since its customers feel safe and secured on the premises, however there should be quarterly employee training for staffs for them to be able to address and satisfy customers queries as according to Lafferty *et al.* 2002 “Possession of the required knowledge and skills to provide the service is critical to the success of any service supplier”. (Please refer to table 8)

4.6.5 Satisfaction level of Empathy

Empathy among the SERVQUAL dimensions had the least mean score of 3.91.

Customers receiving individual attention had the highest score of 4.07 in this category (Q. 24) whereas whether staff and management address customers by name had the least mean score of 3.90. Customers always want to feel at home wherever they find themselves and to achieve this management and staff should with politeness coupled with respect learn to address customers by their names to build a cordial rapport. (Please refer to table 8 above).

4.7 Customers' Satisfaction Level of the SERVQUAL

Table 9: Customers' Satisfaction of SERVQUAL

Dimensions	Mean Value
Tangibles	4.49
Reliability	4.01
Responsiveness	4.03
Assurance	4.33
Empathy	3.91

Source: Author's Field study

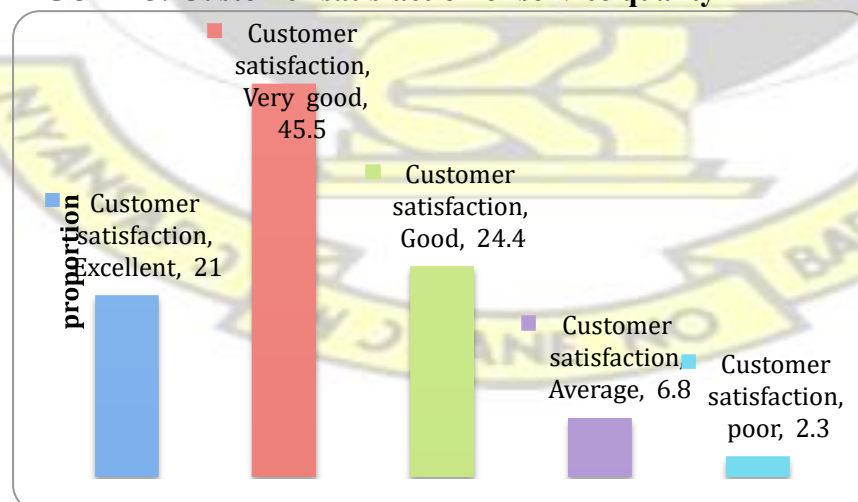
Inferences drawn from the customer's satisfaction level with regards to the SERVQUAL model indicate that "Tangibles" from table 8 and 9 had the highest mean score of 4.49 and the most important. From the study, "Tangibles" of the print firms such as attractiveness of facilities, technology accessibility, professional appearance of staff and good working facilities lure in customers and as such should be maintained. Tangibles was followed by Assurance, Responsiveness and Reliability whiles "Empathy" had the least score of 3.91 in the order of importance.

The study however shows that the satisfaction level of “Empathy” is yet to be satisfied by the management and staffs of the print firms since this dimension scored the least in the satisfaction level of service quality. This signifies that management and staffs should make the conscious effort to improve on this dimension by giving customers individual attention, addressing customers by names, understanding and meeting customers’ needs and management being easily accessible.

4.7.1. Overall Satisfaction of Service Quality

Customer satisfaction of the overall service quality of the print firms under study is shown in figure 6 (below). From the figure below, there is a positive affirmation of customer’s satisfaction. This is because the majority of the respondent’s response of about 91% ranges between excellent and good. This can be attributed to the fact that, the SERVQUAL dimension has a positive influence and an impact on the service quality of the print firms.

FIGURE 5: Customer satisfaction of service quality



Source: Author's field Study

4.8. Effect of Business Communication on Customer Satisfaction

Table 10: Regression of Business Communication on Customer Satisfaction

Variables	Regression coefficient	95% Confidence interval	P Value
Telephone/fax	0.13	(-0.13, 0.39)	0.33
Internet/ emails	0.16	(0.02,, 0.31)	0.03
Videoconferencing	0.11	(-0.10, 0.29)	0.18
Memos	0.13	(-0.06, 0.31)	0.18
Face- to- face	0.30	(0.04, 0.56)	0.02

Dependent variable: Customer Satisfaction

Author's Field Study

Univariate multi linear regression analysis was carried out with the various business communication practices against customer satisfaction. Emails and face to facecommunication were the business communication variables that were significantly associated with customer satisfaction.

From table 10 (above), “face-to-face” had the greater impact on customer satisfaction because a 1-unit increase of face-to-face communication is an expected increase in customer satisfaction by 0.30. This is because “face-to-face” communication is more effective than memos or telephones. With cues such as facial expressions, body

language and hand gestures, it helps the recipient get the import of the message been transmitted and also immediately ask questions if any exist. Likewise a unit increase of internet/e-mails is an expected increase in customer satisfaction by 0.16. The star rating of the print firms has an impact on the customers' satisfaction because we are in a technology inclined era and considering the highest patronisers of the company, internet/e-mails is essential.

4.8.1 Customer satisfaction on communication practices adopted by the selected print firms in the Accra

Table 11: Regression of business communication practices on the selected print firms

Variables	Regression coefficient	95% Confidence Interval	P Value
Type Company			
Telephone	0.20	(-0.10, 1.16)	0.67
Internet/ e-mails	4.0	(3.32, 4.68)	<0.001
Video conferencing	0.39	(-54,1.32)	0.70
Memos	0.40	(-0.54, 1.35)	0.38
Face- to- face	1.17	(-0.05, 2.38)	0.05
Combert Impressions			
Telephone	0.24	(-0.05, 1.10)	0.55
Internet/ e-mails	0.28	(0.20, 1.15)	0.51
Video conferencing	1.13	(-0.35, 2.60)	0.13
Memos	0.54	(-0.57, 1.67)	0.33
Face- to- face	0.60	(-0.93, 0.80)	0.89

Dependent variable: Customer Satisfaction

Source: Author's Field Study

From the sub-group analysis that was done for the selected print firms, a multi linear regression model was fitted on customer satisfaction against the various communication variables adopted in the print firms. Internet/ E-mail was one of the communication

variables that was found to be significantly associated with customer satisfaction with a 95% confidence interval 3.32, 4.68 and p-value <0.001 in Type Company. Similarly, face to face communication was also associated with customer satisfaction in Type Company 95% confidence interval -0.05, 2.38 with a pvalue=0.05. This means that, a unit increases in face-to-face and Internet/ E-mail communication in Type Company is an expected increase in customer satisfaction.

However, in Combort Impressions none of the communication variables was significantly associated with customer satisfaction as reported in Table 11.

Of the selected print firms, the study can be concluded that, the communication variables that impact on customer satisfaction most is Face-to-face and Internet/emails in Type Company Limited.

CHAPTER FIVE

SUMMARY FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

Summary findings, along with other general concluding topics on the basis of this research are the focus of this chapter. For management, other stakeholders, and additionally the print industry as a whole, recommendations have been drawn.

5.2 Summary Findings

5.2.1 Business Communication Practices Used

The business communication tools adopted within the selected companies were face-to-face communication, intercoms, telephones, Internet (emails), intranets and text messages. With the exception of intranets and intercoms all the tools were used in communication with customers. Feedback from customers is received through word of mouth, comment cards and suggestion boxes.

- o The importance of the telephone/intercom depends on the department and the level of convenience and efficiency it contributed to day-to-day tasks. For example, the telephone was more dominant in management and marketing but not the others.
- o The face-to-face means of communication was the most patronised in-house.

It was adopted in all meetings and discussions. In most cases the use of the telephone was to serve as a means to arrange a face-to-face. The main reason for this is the physical nature of products.

- o The use of the internet/e-mails is generally not common except in the Marketing and Management Departments where the benefits of the Internet are indispensable.

5.2.2 Investigating the effectiveness of the chosen business communication methods

o Business communication in the selected firms was generally effective drawing from the responses received. Feedback was positive; communication is generally understood. Though not all the mediums made available were kindly patronised they were maintained to serve interested clients. However the response rate was not as encouraging as should be.

- o Among management and staff, except in a few instances, there was a dependable (accurate and timely) and responsive communication flow. Also, the atmosphere between management and staff is a relaxed one.

5.2.3. Examining the quality of service using the SERVQUAL model.

The results of the study indicate that the SERVQUAL dimensions are important and reliable in the service quality delivery of the print firms.

- o The result of the study shows that, the overall satisfaction level of customer's ratings of the Service Quality dimensions is favourable. This was because "Tangibles" was the most satisfying with Assurance, Responsiveness, Reliability and Empathy following in descending order of satisfaction.

5.2.4. The effect of business communication on service delivery of the selected print

firms o The multi linear regression analysis carried out on the various business communication variables against customer satisfaction from this study state in certainty that business communication largely affects customer satisfaction. This is based on the fact that "Internet/Emails" and "Face-to-face" business communication variables were appreciably linked to customer satisfaction.

5.3 Conclusion

In conclusion, it can be deduced on the foregoing and field observations that;

Business communication in the selected print firms is effective, since as observed from the results of the study, the majority of the respondents' responses show a positive satisfaction. This was because the flow of information is accurate and reliable, feedback handling is in a timely manner, there is clarity in the communication and communication is clearly understood by all. Also, business communication from this study has an effect on the performance of the print firms since by recommendation; a lot of people visit the selected print firms. This is because the majority of the respondents heard of the selected print firms through recommendation and hence their patronising in it.

As seen in the evaluation of service quality delivery, the study can be concluded that SERVQUAL is an important and a reliable instrument for the measurement of service quality in the print firms.

5.4 Recommendations

Going forward, the following recommendations are submitted for the management of the print firms who steer affairs and also are great shareholders of their firms.

5.4.1 Recommendations for the Managements of the Print Firms For

the management of the print firms, it is recommended that:

The “Tangibles” dimensions of the SERVQUAL from the study had the highest mean score value. This was attributed to the satisfaction of customers in line with its “tangibles” therefore management should make it a point to preserve and improve upon it. It should also be made priority considering the appeal of facilities, good-working conditions of equipment, staff appearance and professionalism and access to technology is a strong magnet for its patrons.

The “Empathy” dimensions of the SERVQUAL could be a factor in the mission statements of the print firms. This is because, “Empathy” had the least mean score value of customer’s satisfaction level among the SERVQUAL dimensions and so management should make it a point to have quarterly or

yearly employee training. This is to enable employees establish a rapport with customers by giving them individual attention, by addressing customers by name, by making them feel comfortable and confident as well as to feel at home since that is what the print firms seeks to achieve. When customers are amply satisfied with service received, by recommendation as observed from the study, more customers will visit the selected print firms.

“Face-to-face” communication must be heightened and as such if possible there should be a quarterly employee training for staff to be able to communicate and relate well with customers. With face-to-face communication, cues such as facial expression, body language and gestures enables one to understand the import of the communication been transmitted.

From the study Internet/E-mails play a strong role in communication and from the selected print firms under study, we are able to identify the higher clientele of the print firms as being professionally qualified. This informs us that, the customers of the companies under research are technology inclined as well as the possible target groups.

Management in the print firms should continue the effective communication. This can be achieved if they continue to maintain the clarity of communication, by growing the bond between management and nonmanagement. Also if there is accurate and reliable information flow and feedback is continually handled with a timely approach.

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APPENDIX

QUESTIONNAIRES (CUSTOMERS)

Dear Sir/ Madam,

As part of the requirement for the assessment of the Masters of Business Administration programme, I am undertaking a research work to ascertain the **Effect of Business Communication on Service Delivery: A case study of selected print firms in Accra.**

This work is purely for academic purposes only and the results will in no way be used to endanger the interest of the organisation. Your anonymity and discretion is guaranteed. Please, be kind to respond to the following questions.

Thank You.

SECTION A: Personal Information

1. Gender

i) Male ☐

ii) Female ☐

2. Age

i) 18-30 years ☐

ii) 31-45 years ☐

iii) 46-60 years ☐

iv) Over 60 years ☐

3. Occupation

i) Professional ☐

ii) Government Worker ☐ iii)

Business man ☐ iv)

Student ☐ v) Unemployed ☐

vi) Other (please
specify).....

4. Nationality.....

5. How did you hear about this company?

- i) Recommendation []
- ii) Advert []
- iii) Search Engine []
- iv) Corporate arrangement []

Section B: Service Quality Information

Please answer the following questions by ticking **ONLY ONE** answer that best fits your response. Using the responses A – E, where A= very dissatisfied, B = dissatisfied, C = Neutral, D = satisfied, and E = very satisfied.

	TANGIBLES	A	B	C	D	E
6.	Are the facilities attractive, clean and visually appealing such that they are comfortable to use?					
7.	Are the equipment and facilities provided in good working conditions?					
8.	Does the staff present a neat and professional appearance?					
9.	Are the communication materials of the company visually appealing and easy to understand?					
10.	Is technology accessible and up to date?					

	RELIABILITY					
11.	Is service performed and received right the first time and it is to the standard of the company?					
12.	Is the level of service performed and received the same at all times of the day?					
13.	Are all services and facilities available as promised?					
14.	Is there steadiness in the handling of customers' problems?					
15.	If an action or result is promised within a certain time, does it happen?					
	RESPONSIVENESS					
16.	Do staffs show a readiness to respond to customers' request?					
17.	Are customers' needs acted upon whenever?					
18.	Are the services provided at all times needed?					
19.	Are customers' always abreast of changes					
	ASSURANCE					

20.	Do you feel safe and secured on the premises of the company?					
21.	Do staffs and management make you feel confident?					
22.	Are the staffs always courteous and friendly?					
23.	Do staff address all your queries satisfactorily?					
	EMPATHY					
24.	Do you always receive individual attention from the staff?					
25.	Do staffs always address you by name?					
26.	Do staffs and management understand your needs and are they able to meet them?					
27.	Is management easily accessible to customers?					

Section C: Customer Satisfaction

28. What is your satisfaction level regarding the overall performance of the service delivery in the company? Please comment below.

GRADE	COMMENTS
Excellent	
Very good	
Good	
Average	
Poor	

QUESTIONNAIRES FOR NON-MANAGEMENT STAFF

Dear Sir/ Madam,

As part of the requirement for the assessment of the Masters of Business Administration programme, I am undertaking a research work to ascertain the **Effect of Business Communication on Service Delivery: A case study of selected print firms in Accra.**

This work is purely for academic purposes only and the results will in no way be used to endanger the interest of the organisation. Your anonymity and discretion is assured. Please, kindly respond to the following questions.

Thank You.

SECTION A: Personal Information

- 1) Department
- 2) Gender iii) Male [] iv) Female []
- 3) Age
 - i) 18-30 years [] ii) 31-45 years []
 - iii) 46-60 years [] iv) Over 60 years []

SECTION B: Business Communication Practices employed in the Organisation

- 4) Does everyone have access to a computer in your organisation?
 - i) Yes []
 - ii) No []

- 5) If no why? Please provide an answer.

.....

6) Do you have internet access in your organisation?

i) Yes [] ii) No []

7) Can everyone access the internet in your organisation?

i) Yes [] ii) No []

8) Which of the following media of communication is commonly used in your organisation? Please rank them according to order of importance.

	Very important [1]	Important [2]	Neutral [3]	A little important [4]	Least important [5]
Telephones/ fax					
Internet/ Emails					
Videoconferencing					
Memos					
Face-to-face					

SECTION C: The effectiveness of Business Communication Practices in the Organisation.

- 9) To what extent do you agree with the following statements with regard to the communication flow on service delivery at the company? (Tick only 1 box per statement).

	Strongly agree [1]	Agree [2]	Strongly disagree [3]	Disagree [4]	Uncertain [5]
The medium of business communication practices at my workplace is clearly understood by all.					
There is a cordial relationship between management and nonmanagement where nonmanagement can express their views to management at my workplace.					
The flow of information at my workplace is accurate and reliable.					
Management handles feedback at my workplace in a timely manner.					

Section D: Employee Satisfaction

10) On a scale of A-E where A = Excellent, B = Very Good, C = Good, D = Average and E = Poor, how will you rate the flow of business communication in your organisation with reference to frequency of complaints/errors?

GRADE	COMMENTS
A	
B	
C	
D	
E	

QUESTIONNAIRES FOR MEMBERS OF MANAGEMENT

(Please tick where appropriate)

1. How do you communicate with non-management staff in your organisation?

(Please tick all that applies).

i) Internets/ E mails ☐ ii) Telephones/ Fax

☐ iii) Video conferencing ☐ iv) Memos

☐ v) Face-to-face ☐ vi) Other

(please specify).....

2. Which of the following media of communication is commonly used in your organisation? Please rank them according to order of importance.

	Strongly agree [1]	Agree [2]	Strongly disagree [3]	Disagree [4]	Uncertain [5]
The medium of business communication practices at my workplace is clearly understood by all.					

There is a cordial relationship between management and nonmanagement where nonmanagement can express their views to management at my workplace.					
The flow of information at my workplace is accurate and reliable.					
Management handles feedback at my workplace in a timely manner.					

3. Is informal communication allowed in your company?

a) Yes [] b) No []

4. Do employees address management by first names?

b) Yes [] b) No []

5. Do you encourage upward flow of communication in your organisation?

a) Yes [] b) No []

6. How do you communicate changes in policy to non-management and customers?

.....
.....

7. How do you receive feedback from customers?

a) Suggestion box []

b) Phone []

c) Internet []

d) Face-face []

e) Others.....

8. How do you handle customer complaints?

.....
.....

9. Do you give feedback to customer complaints?

a) Yes [] b) No []

10. If yes, How?

.....
.....

11. Do you discuss the performance of the organisation with non- management?

a) Yes [] b) No []

If yes/ no,

Why?.....