

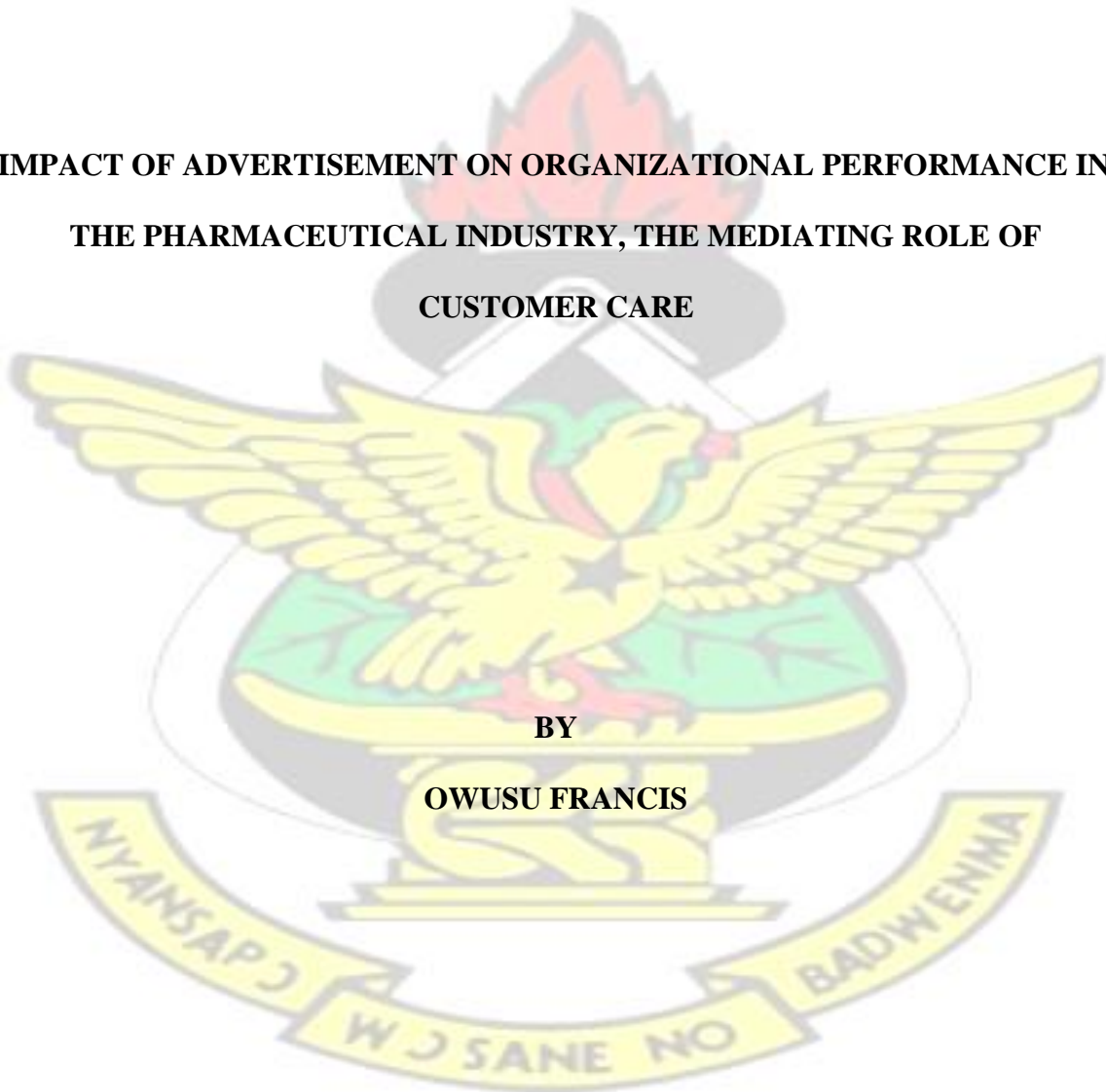
Kwame Nkrumah University of Science and Technology, Kumasi

COLLEGE OF HUMANITIES AND SOCIAL SCIENCE

SCHOOL OF BUSINESS

KNUST

**IMPACT OF ADVERTISEMENT ON ORGANIZATIONAL PERFORMANCE IN
THE PHARMACEUTICAL INDUSTRY, THE MEDIATING ROLE OF
CUSTOMER CARE**



BY

OWUSU FRANCIS

AUGUST, 2016

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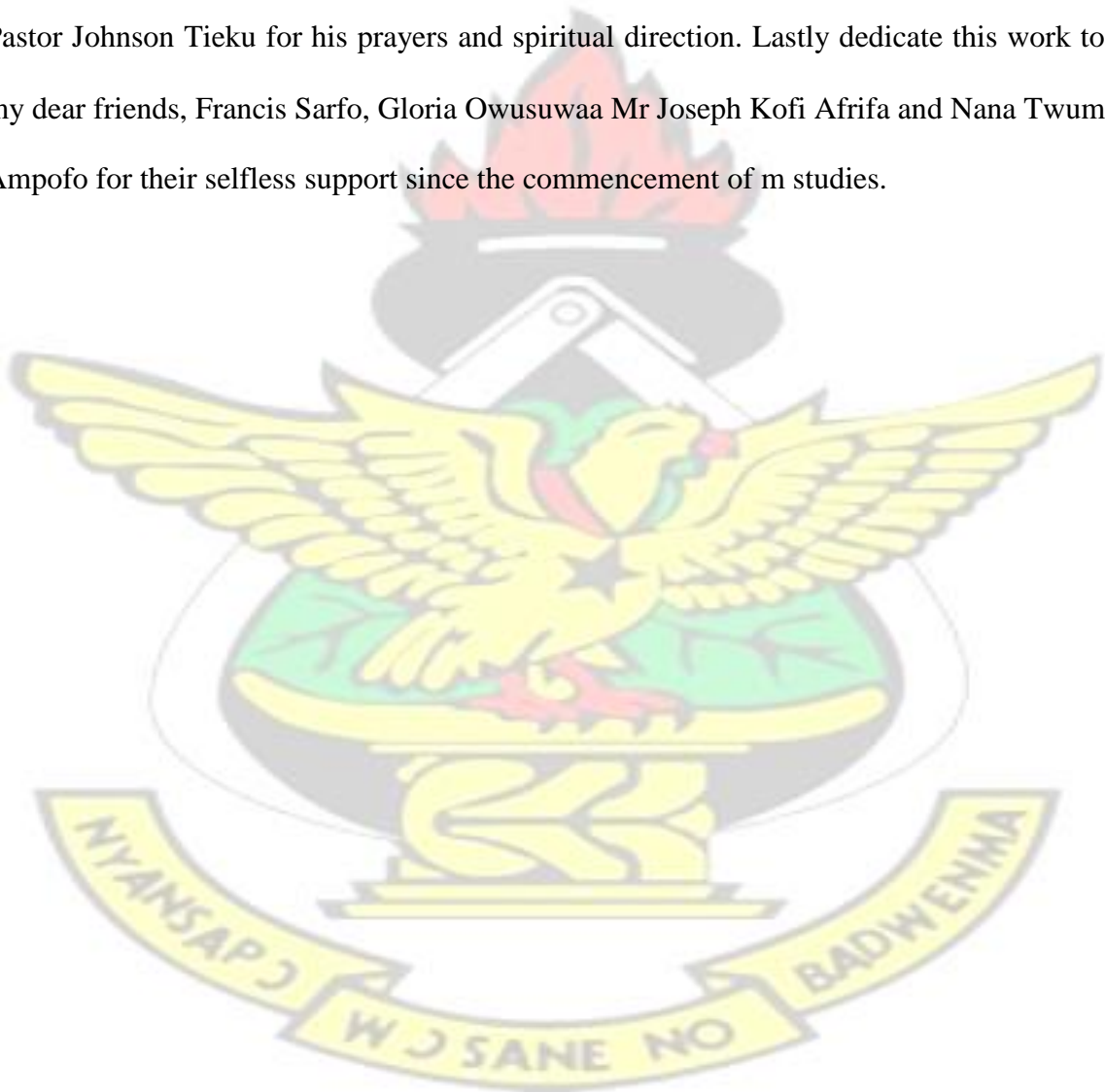
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**A THESIS SUBMITTED TO THE DEPARTMENT OF MARKETING AND
CORPORATE STRATEGY, COLLEGE OF HUMANITIES IN SOCIAL
SCIENCE IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
DEGREE OF MASTERS OF BUSINESS ADMINISTRATION
(MARKETING OPTION)**

AUGUST, 2016

DEDICATION

I wish to dedicate this work to my Late Father Mr Francis Addai Duah and her wife Mrs Agnes Danso and also to my biological Mother Madam Felicia Abena Nyarko, my brothers especially Elvis Owusu, James Owusu and my sister Augustina Owusu who in diverse ways have really rally behind me in all endeavors. I also dedicate this work to my fiancée Miss Mary Tweneboa Kodua and her mother. Again I also extend my dedication to my Rev Pastor Johnson Tiekou for his prayers and spiritual direction. Lastly dedicate this work to my dear friends, Francis Sarfo, Gloria Owusuwaa Mr Joseph Kofi Afrifa and Nana Twum Ampofo for their selfless support since the commencement of m studies.



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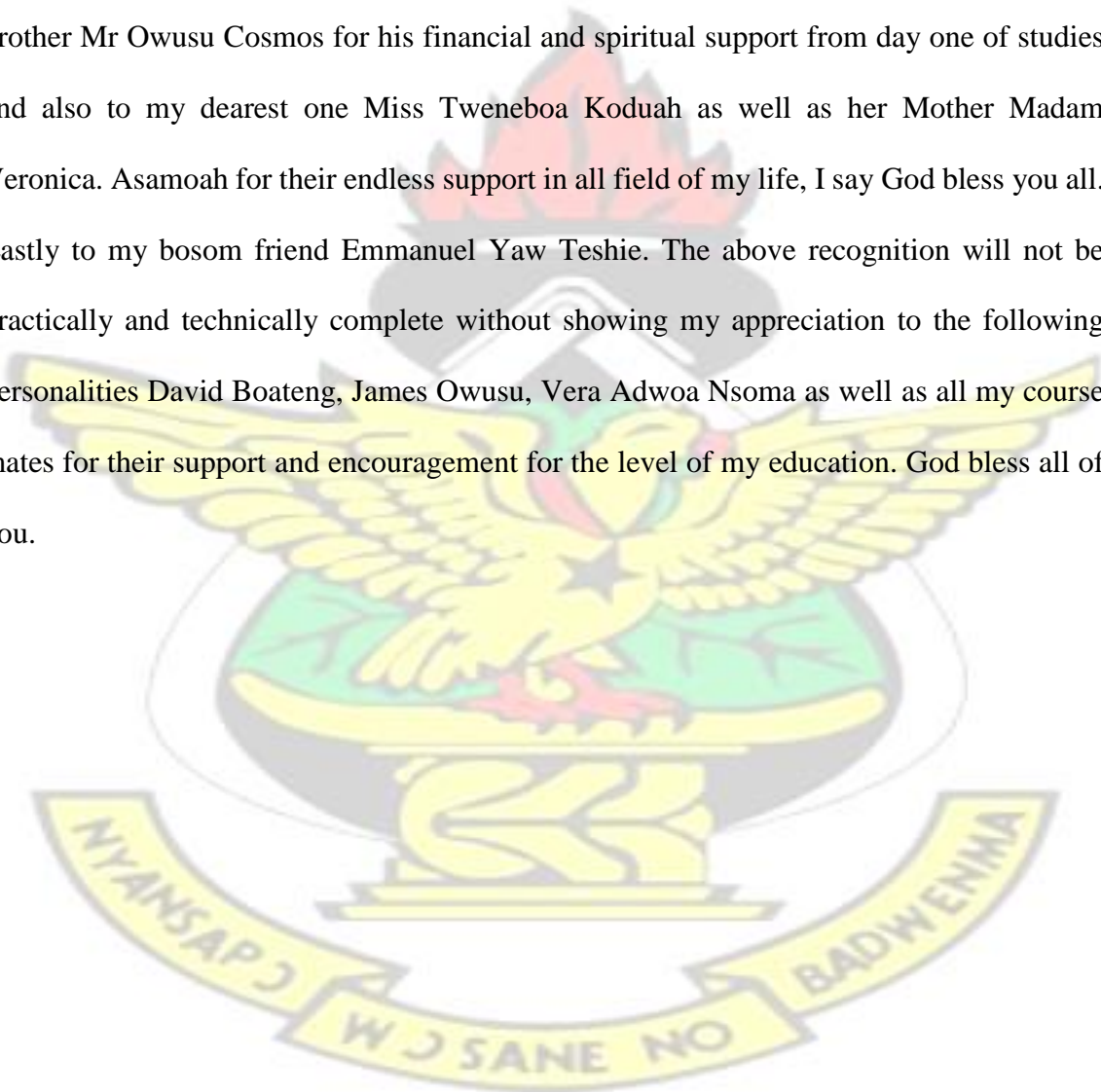


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ABSTRACT

The Ghanaian pharmaceutical industry is facing increasing challenges brought about by the effect of globalization and market liberalization in Ghana. The local pharmaceuticals producers and distributors are confronted with crucial obstacles concerning serious competition from counterfeits to imported pharmaceuticals products from china and Asia. The market share of local pharmaceuticals companies has therefore dropped to 30% and still threatened with the influx of many foreign companies. The study therefore focused on investigating the impact of advertisement in the organizational performance in the pharmaceuticals industry, the mediating role of customer care. The quantitative study was therefore conducted on a total respondent of 120 using questionnaires. The study employed two –stages sampling procedures to select the respondent from total population of the study. Stage 1 involved stratification whereas stage 2 involved simple random sampling by balloting. The study revealed that there is positive effect of the advertising practices of Tobinco Pharmaceutical Limited (TPL) on both operational and financial performance. The study also revealed that advertisement partially mediated the relationship between the customer care practices of TPL and operational performance. Similarly, advertisement partially mediated the relationship between the customer care practices of TPL and financial performance. However, this mediation effect was found to be not significant. Therefore, the mediation role of advertisement in the relationship between customer care

and performance depends on the type of performance dimension. Based on these results the study suggests improvement in the customer care practices of the company and higher level of advertising practices.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The Ghanaian Pharmaceutical industry is extremely competitive with many emerging companies, both local and foreign (Rentmeester & Garis, 2008). The pharmaceutical industry estimated to be worth about US\$90 million in 2001 (Centre for Pharmaceutical Management, 2003), in terms of sales for both importation and local pharmaceutical products was further estimated to be of scale of US\$300 million in 2008 (Seiter & Gyansa-Lutterodt, 2009). The Ghana Government is a key stakeholder within this market, as a market controller and purchaser convoluted openly in the manufacturing, and the distribution of pharmaceutical products. The level of market liberalization and globalization in the industry has opened the door for fierce competition in the industry through the import and exchange regulations of the government. To ensure the competitiveness of the local pharmaceutical companies, and outperform the firmly rooted foreign strategic pharmaceutical companies, emphasizes should be paid to effective customer care guidelines and strategies (Okibo & Ogwe, 2013).

The business atmosphere of Ghana has undergone tremendous transformation (Okoroafo & Torkonoo, 1995). Regardless of customer requirement compatibility, during the immediate post-independence era pharmaceutical products were distributed under controlled industrial environment (Appiah-Adu, 1999). However, the situation has changed with the influx of many foreign pharmaceutical companies that are fiercely competing with local manufacturers. In the domestic pharmaceutical production sector there are rumbling waves due to dubious strategies designed largely by the Indian and Chinese-owned cartel

to overtake the manufacturing, distribution and importation of pharmaceutical products in Ghana. Remarkably, the foreign pharmaceutical companies that in the local pharmaceutical sector have outmaneuvered local companies through the engagement of their international networks and so have taken hold of the manufacturing supply channels of pharmaceutical products. Locally produced pharmaceutical products make up approximately 30% and the imported ones from mainly India and China constitute 70% of the Ghanaian pharmaceutical market (Buabeng, 2010; Seiter & Gyansa-Lutterodt, 2009). Therefore, for the local manufacturers to compete in the pharmaceutical industry there is the need for effective customer care strategies to waver the customer base in their direction.

Consumers today are demanding similar expediency experienced in other sceneries. Generally, consumers would wish to part away with additional 19% for the cost of pharmaceutical products for zero prescription waiting time. Based on experiences in other areas of the economy, customers of pharmaceutical products are responding to the progressively high prospects of the industry. Today, the local manufacturers, wholesalers, and retailers of pharmaceutical products are therefore required to progressively create product value awareness and ensure value beyond efficacy and safety for the consumer (Okibo & Ogwe, 2013). The consumer's perception and desire for a particular pharmaceutical brand or product can be influenced through effective advertisement.

Advertisement is regarded as part of the greatest and efficient instruments for promoting products to customers. Advertisement provides information to consumers, reminds, persuades, convince and correct negative perceptions of the image of a brand (Gyamfi Ababio & Yamoah, 2016). Pharmaceutical firms therefore need to advertise and promote

their products and services to attract new customers and maintain existing ones. Through advertisement, customers are offered new products and services that are available to providers. Consumers through advertisement detect modes they can be satisfied and pleased and hence increase their impulse to purchase a product. Customer loyalty and repeated purchases are affirmed if the advertised product meets the expectations and requirement of the customer (Kotler & Armstrong, 2010). Therefore effective customer care in terms of understanding customers and their customer complaints, and ensuring good customer service can be sold to existing and prospective customers through the mediating role of effective advertising messages. Therefore, a foremost pharmaceutical manufacturing and supply firms in Ghana, in their wish to manufacture and distribute pharmaceutical products locally needs to pay attention to customer care and convey the message of these products to the customers through effective advertising tools.

1.2 Problem of the Study

The Ghanaian local pharmaceutical companies are facing increasing challenges brought about by the effect of globalization and the market liberalization. In Ghana, the local pharmaceutical producers and distributors are confronted with crucial obstacles concerning serious competition from inexpensive counterfeit imported pharmaceutical products from China and Asia. The market share of the local pharmaceutical companies has therefore dropped to 30% and still threatened with the influx of more foreign companies (Seiter & Gyansa-Lutterodt, 2009). This challenge requires local pharmaceutical manufacturing companies to move in line with the fast environmental changes. Yet, the local manufacturers predominantly lack well-structured customer care policies and guidelines and well trained marketing professionals to ensure customer satisfaction and hence loyalty

(Seiter & Gyansa-Lutterodt, 2009). The firms in the Pharmaceutical industry are therefore concerned with the challenges of slow sale volumes and revenue generation attributed to the challenge of customer care

(Tumwebaze, 2013).

The Pharmaceutical firms are still challenged in terms of delays in the delivery of services, product quality, irrationally higher fees, poor delivery of service in the form of rude staff attitude, and coverage area (Nimako, Azumah & Donkor, 2010). In spite of the various strategies of the management team of the numerous pharmaceutical firms to ensure greater customer care through the recruitment of hard working staff, volume of sales are still low due to low level of customer repurchase attributed to low level of advertisement (Tumwebaze, 2013). Furthermore, messages and mode of advertisement of the firms also lack the effectiveness to ensure higher level of consumer repurchase (Ababio & Yamoah, 2016). The pharmaceutical companies also often fail to tailor their approaches to the customers (Kotler & Keller, 2006).). On the basis of this, the current study seeks to examine the impact of advertisement on the performance of Tobinco Pharmacy through the mediating effect of customer care.

1.3 Objectives of the Study

The general objective of the study was to investigate the effect of the customer care practices of firms in the pharmaceutical industry on their performance, with emphasis on the moderating effect of the advertising activities of the firms. The study however specifically seeks to determine:

1. Effect of advertisement on the performance of Tobinco Pharmaceutical Limited;

2. Effect of advertisement on customer care of Tobinco Pharmaceutical Limited;
3. Effect of customer care on the performance of Tobinco Pharmaceutical Limited; and
4. The mediating effects of customer care on the relationship between advertisement and the performance of Tobinco Pharmaceutical Limited.

1.4 Research Questions

Based on the purchasing behaviour of customers in the pharmaceutical industry in Ghana and the efforts of the firms in the industry achieve higher level of performance, the current study seeks to provide answers to relevant queries such as:

1. What is the effect of advertisement on the performance of Tobinco Pharmaceutical Limited?
2. What is effect of advertisement on customer care of Tobinco Pharmaceutical Limited?
3. What is the effect of customer care on the performance of Tobinco Pharmaceutical Limited?
4. What is the mediating effect of customer care on the relationship between advertisement and the performance of Tobinco Pharmaceutical Limited?

1.5 Significance of the Study

The study of the customer care of the pharmaceutical industry in Ghana and its influence on performance with much consideration to advertisement has immense significance to all stakeholders including policy makers, manufacturers of pharmaceutical products, wholesalers, retailers and consumers of pharmaceutical products. The predominant player in the pharmaceutical industry in Ghana, government is both a regulator of the market and a purchaser involved directly in the wholesale and supply of drugs and healthcare services. Through the findings of the study, the government of Ghana and policy makers can put in

place effective and appropriate measures to regulate the influx of foreign pharmaceutical products that are dwarfing the local pharmaceutical manufacturers, wholesalers and retailers. Such regulations could be of immense benefit to the progress of the economy in terms of employment, income and tax generation. This is essential because the greater proportion of the incomes generated by the foreign firms is sent to their respective countries with limited benefit to the host country.

Furthermore, the result of the study could also be utilized by wholesalers and retailers of pharmaceutical products to employ the appropriate and effective customer care strategies and guidelines that would also be communicated through effective advertising tools to customers and hence achieve higher level of organizational performance. The utilization of the appropriate advertising communication channels would also inure to the benefit of the ordinary consumer who would have a better understanding of pharmaceutical products and services and hence present a relatively better choice making platform for purchase and repurchase.

Furthermore, the volume of literatures on the effect of advertisement on organizational performance is inconclusive. Contrary to the result of the empirical study of Pauwels et al. (2002); Denning (2006) and Nelson (2004) report positive influence of advertisement on firm performance. Moreover, there is also limited literature on the effect of customer care on organizational performance, exacting the mediating role of advertisement in Ghana, especially in the pharmaceutical industry (Ababio & Yamoah, 2016). The effect of advertisement on performance and the greyness of studies in this area in the developing world provides a suitable reason for the current study to investigate the effect of advertisement on the performance of Tobinco Pharmaceutical Limited, taking into

consideration the mediating role of customer care. The study would therefore fill the gap of inadequate knowledge and literature in the area of customer care effect on performance through the mediating role of advertisement in the developing world like Ghana.

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1.6 Scope of the Study

The study was conducted with selected staff from the four selected branches of the Tobinco Pharmaceutical Limited in the Ashanti Region of Ghana.

Tobinco Pharmaceuticals limited (TPL) is currently one of the leading pharmaceutical marketing and distribution company in Ghana and looking forward to producing other product locally from it state of art manufacturing plant by way of backward integration to tap into the sub regional markets according to Center for Pharmaceuticals Management 2015) As free zone board facility 70% of the manufacturing medicines will be marketed and distributed globally ,particularly the African sub regional markets . These selected participants of the study are active subjects than observers in the pharmaceutical industry. The research relied on both semi-structured interview and semi structured questionnaire for collecting the appropriate data for the study. Geographically, the study was confined to selected branches of the Tobinco Pharmaceutical Limited in the Ashanti Region in Ghana.

1.7 Overview of Methodology

The study employed the quantitative design method. This conclusion was made based on the need to examine the causal relationships between advertisement and performance, and

the mediating role of the customer care in the relationship between advertisement and performance. Furthermore, the data for the study was collected by principally relying on a structured questionnaire. The data was collected on sampled staff from four selected branches of the Tobinco Pharmaceutical Limited in the Ashanti Region of Ghana. The collected data was analyzed using both descriptive and explanatory methods. The customer care strategies of the pharmaceutical company were analyzed using descriptive methods. However, the causal relationship between the customer care practices and performance, and the moderating effect of the relationship between customer care and performance were analyzed using both Spearman Rank Correlation and multiple regression analytical methods. The research analysis was carried out using the Statistical Programme for Social Sciences (SPSS).

1.8 Limitation of the Study

The weaknesses of the currently study included financial and time limitations. A larger sample size would require larger financial resource to cater for data collection. Moreover, the current study is time bound since is merely for academic purpose and hence the need inculcates the given time frame in design of the research. The researcher also found it extremely difficult in getting all the questionnaires administered to the sampled staff of the Tobinco Pharmaceutical Limited in the appropriate time because they rarely have time to spare for other activities and this therefore elongated the time frame set for the administration of the questionnaire.

1.9 Organisation of the Study

The study was organized into five chapters. The Chapter one of the study emphasized on the introduction to the study. The chapter concentrates on the background to the study, the problem of the study, the study objectives and the research questions, the significance of the study, the scope of the study, the limitations of the study, and overview of the research methodology. The Chapter Two of the study reviews literatures on the pharmaceutical industry, customer care and advertisement and further makes effort to relate these concepts. The theoretical framework of the study was also explicitly explained in this chapter of the study. The methodology adopted in execution of the research is explicably explained in the chapter three of the study. The chapter elaborates on areas such as the profile of the organisation, the study design, the population of the study, sample size and sampling technique, the data collection tools and procedure, method of data analysis, and the reliability and validity of the study constructs. The Chapter Four of the study presents analyses and discusses the study result. The last chapter of the study summarizes the findings of the study, conclude and make the necessary recommendations.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews literatures related to the customer base of the pharmaceutical industry in Ghana, the customer care, and the customer care and the public image of an organization. The theoretical and the conceptual frameworks are also reviewed and emphasized in this chapter of the study. The chapter reviews empirical literatures related to advertisement of products, relationship between advertisement and the performance of a firm, organizational

performance customer care and the controlling influence of advertisement on the relationship.

2.1 Customer Base of Pharmaceutical Industry in Ghana

The interest for pharmaceutical items in Ghana is plainly focused, with numerous retailers. The interest for pharmaceutical items in Ghana has been impacted by monetary elements, for example, earnings and expanding populaces and particular government strategies since freedom in 1957. Free human services at the purpose of conveyance, including free access to pharmaceutical items in facilities and clinics, was made accessible to the subjects of Ghana in the First Republic from 1957 to 1966. Governments since 1966 have thought that it was hard to support a free human services framework, to a great extent because of ideological movements, expanding populace and lessening money related assets.

In 2003, the legislature in Ghana set up the National Health Insurance Scheme (NHIS) to supplant the Cash and Carry arrangement of the past government keeping in mind the end goal to expand access to moderate medicinal services. The NHIS has expanded the interest for pharmaceutical items in the nation, making the market more appealing for suppliers and urging new suppliers to enter the business sector (Seiter & GyansaLutterodt, 2009).

Pharmaceutical wholesalers supply medical products and other pharmaceutical items to more than 1,000 enlisted drug stores and more than 7,000 concoction venders working in residential areas and towns the nation over (Grupper et al., 2005; Ministry of Health, 2009). Seiter and Gyansa-Lutterodt (2009) demonstrate that, at the retail level, there were around 1,600 authorized drug stores and 10000 authorized substance dealers in Ghana in 2008.

Authorized compound merchants are restricted by law to offering over-the-counter medications, which incorporate some particular medications used to treat jungle fever. The center point of the pharmaceutical wholesale market is the Accra suburb of Okashie, however other real towns like Kumasi and the twin-city of Sekondi and Takoradi have moderately littler center points of wholesalers. There are 40 enrolled pharmaceutical makers (FDB records) in Ghana and these organizations serve the several pharmaceutical wholesalers straightforwardly. A portion of the pharmaceutical makers have their own wholesale stores in Accra and different urban communities.

Pharmaceutical wholesalers supply items to both general society and private areas. Clients from the general population division incorporate government doctor's facilities and other wellbeing focuses and are assessed to represent 10 to 30 percent of the aggregate deals (Center for Pharmaceutical Management, 2003, p. 12). Clients from the private division can be ordered into three principle bunches as takes after: (1) enlisted drug stores; (2) concoction venders and shops; and (3) direct customers. Enlisted drug stores, which number around 1,000 in Ghana, frequently source their items from pharmaceutical wholesalers or now and again specifically from makers in Ghana and/or abroad. Concoction venders will probably get their items specifically from pharmaceutical wholesalers and significant retailers in huge urban communities and towns. In a couple cases, customers of pharmaceutical items straightforwardly purchase their items from pharmaceutical wholesalers. The immediate purchasers are prone to be individuals learned in the investigation of drug store or solution.

2.2 Customer Care

Customer care is a concept of how to treat a customer no matter what the issue. The Collins English Dictionary (1819) defines customer care as the work of looking after customers and ensuring their satisfaction with one's business and its goods or services. Customer care is further defined as service in any company or the advantages that a company can provide to another that is principally indefinable (Kotler, 2006). Customer care is often characterized as any great care or service rendered to a client during the time spent offering a service or product (Ngahu, 2001). Customer care is also expatiated as the activities or caring practices offered to customers in the delivery of products or services (Ngahu, 2001). The form of services and the manner of delivery of the services to customers is described as customer care (Balunywa 1995). These definitions therefore focus on the activities and practices of companies towards the delivery of services or goods to customers.

The Customer care practices of all firms are an avenue to improve customer loyalty and firm's performance (Olufayo, Ladipo & Bakare, 2012). The prime motive of customer care practices of all firms is to satisfy existing customers by offering adequate care services, acquire new customers and retain the existing ones. Customer practices contributes to the satisfaction level of customers and hence their retention (Mbonigaba, 1995). Customer care of many firms including those in the pharmaceutical sector begins with the front office assistants. The staffs at the front desk are required to provide excellent services to the customers due to the fact this is the single most apparent chance for all companies to ensure the initial promotion of good customer support practices. Customer care therefore emphasizes greater performance through referrals and recommendations (Ha et al., 2011).

To offer greater customer care, the relationship of the firm with the customers must concentrate entirely on the customer (Santon, 1999), as all companies would not survive without customers. For service suppliers or providers, the significance customers attach to the companies is primarily centered on customer care. Customer care can be measured using varying variables or constructs. However, the current study employs variables and constructs such as customer complaints, speed of service delivery, convenience and reliability and product quality are very common in the pharmaceutical retail industry.

2.2.1 Customer Complaints

Customer complaints are measured as a percentage of respondents who indicate they have complained to a company directly about a product or service within a specified time frame (Angelova & Zekiri, 2011). A vital purpose behind the clients longing to switch product or service providers is unsuitable or disappointment with gave service or product (Hart et al., 1990). The dissatisfaction of customers often rises with company's rare attendance to the complaints of customers. When customers are faced with challenges in their encounters with providers, they often result to switching to new providers or try to manage the challenges by whining or lingering with the service provider wishing that situations could be bettered (Hirschman, 1970). It is further suggested that when the supplier of a particular service is faced by risk and clear up the awkwardness, the loyalty of the customer is enhanced (Hart et al., 1990). Fornell and Wernerfelt (1987) contended as consumers complain about products, the company is accorded the opportunity correct the challenges and any form of service quality improvement would therefore be associated with higher level of customer loyalty and profitability. Reduction or effective attendance to the complaints of discontented customers enhances the customer's level of satisfaction (Zaaror,

2003). Therefore, consumer complaints management has effect on consumer satisfaction and retention.

2.2.2 Speed of Service Delivery

The response of service delivery of providers is the presence of the will to help customers and provide them with the service immediately (Abdul-Muhsin, 2004). The speed with which service providers attend to customers in the delivery channel affects the satisfaction level of the customer and hence retention. That is, customer's access time affects the level of customer satisfaction (Rowley, 1994; Monash University Library, 2000). As part of the speed of the service delivery to customers, the staffs of service providers are required to tell customers exactly the time of delivery, promptness of delivery, willingness to helps customers and many others (Siew-Phaik, Taiwo, Salim & Downe, 2011). For instance, the rate at which pharmaceutical firms serve customers affect repeated purchases and hence present and future sales.

2.2.3 Convenience and Reliability

This is regularly nearly connected with pace service delivery and as with the velocity of delivery; a key variable in convenience of service provision is location. It likewise reflects how well the service coordinates the prerequisites of the client. It additionally impacts opening times, scope of service accessible from one point of service and the degree which particularly custom-made services are offered for pace bunches (Rowley, 1994:9).Furthermore, the degree of consistency and dealing in the performance of the service and present correctly the first time defines the reliability of the service provide (Abdel-Mohsen, 2004). Reliability refers to the organization's ability to accomplish or

perform the promised service accurately depends on it (Mohammadi, Hashemi & Moradi, 2012). Several researchers have revealed positive relationship between the convenience and reliability components of customer practices of firms on customer satisfaction, customer acquisition and customer retention (Al-Hawari & Ward, 2006; Angelova & Zekiri, 2011; Sivesan, 2012).

2.2.4 Product Quality

The quality of a product alludes to the degree to which products meet the desires of clients, and contended that product quality alteration ought to prompt the loyalty of consumers and higher deals (Smith & Wright, 2004). Product quality regularly thinks about product plan and client necessities and also the ecological properties of products (Lynch 2003; Wagner, 2005; Ravichandran, Prabhakaran & Kumar, 2010). Lalvani, Yadav, Curtis and Bernstein (2010) demonstrated that the ecological properties of products are a basic component in the purchasing practices of customers. The writing recommends that there are additionally various product quality outcomes at the hierarchical level. For instance, Eshghi, Roy, and Ganguli (2008) contended that quality is generally perceived as a key aggressive weapon of firms. Additionally, contentions have been made that quality gives a premise to setting up and keeping up a worldwide upper hand (Porter, 2007; Flynn, Belzowski & Haas, 2002; Terziovski, 2000). A company's upper hand is characterized as the path in which it makes esteem for its clients, which permits it to set up and maintain a faultless position in its product advertises (Flynn, Belzowski & Haas, 2002). Eight dimensions can be identified as a framework for thinking about the basic elements of product quality. These dimensional elements include durability, performance, aesthetics, reliability, conformance, serviceability, features and perceived quality. The assurance of quality product to the

customers of pharmaceutical products increases their level of satisfaction and hence ensures repurchase and positive word-of-mouth and hence greater firm performance. The quality of the pharmaceutical products can further be clearly communicated to the numerous customers and potential customers that can stimulate consumer's appetite and preference for the product and ensure repeated purchases and purchases by new customers through effective advertisement.

2.2.5 Time as the Customer Care Service Tool

For quite a while companies overlooked this vital component of client service and the client being a center crucial part in the survival of the association. Having the capacity to react to customers on time and having the capacity to listen and convey to the customer are a portion of the imperative pieces of information that associations have acknowledged to be vital. Thus, numerous organizations are as yet pondering the issue of client consideration. Client care covers numerous perspectives and in the innovative piece as well as in the disposition of individuals and the administration they offer, time administration, behavior among numerous different viewpoints. Today's current clients have embraced a typical characteristic – they need what they need, when they need it. Civilities that gave added advantages to the visitor involvement in the previous couple of years are currently required. Client administration is one of the top needs in the rundown. Clients need encounters that will make them feel esteemed in this manner return again for such treatment. Numerous examination discoveries have delineated modern clients whose requirements and inclinations are continually changing and therefore the administration suppliers must be

adaptable and rush to adjust to their clients' requests and steadily evolving needs (CIM, 2004).

Commonly organizations overlook that the measure of time spent by a client influences the nature of their client administration information. Clients' recognitions are business substances. At the point when clients go to a business and hold up to be served, be it via telephone in an eatery or whatever other spot, they see that the association does not mind enough to serve them instantly. The clients wind up feeling baffled and might wind up not being a client all things considered. This is on the grounds that clients don't know to what extent they will need to hold up so as to be served. As time continues ticking, the clients' feelings heighten from irritated, to bothered, to level out offended. In the long run, they will achieve a limit of bigotry where they start to question why they even keep on disparaging the items and administration of a specific association (Rebert, 2006).

It is hence critical for each association to have a technique on the best way to advise their clients of their sitting tight time observation for a given administration. This will help to upgrade the association with the client instead of further harming it as each client's limit is distinctive. Thus, giving positive client encounters in time administration is more critical than any other time in recent memory. Unmistakable encounters with an organization are all that the clients have while considering regardless of whether they are fulfilled by the association or business administration offered (Grainer, 2003).

2.3 Customer Care Strategies

Companies are keen on employing a spatially facilitated customer care policy as a mode to acquire a competitive advantage (Stockton, 2000). It improves correspondence before the deal, service delivery and situating, checking of service, observing consumer loyalty, advertising, and client information attaching and investigation for choice making. Taking great care of clients is the way to achievement in relative deregulated area of the business sector. Pawling (2001) recommends that client care methodologies help a firm understand the significance of clients by taking care of issues confronted by clients and enhance customer satisfaction and equip them with self-service and capacities and access to ongoing data. Associations apply diverse systems to enhance what is known as "client consideration" for the advantage of group (Pawling, 2001). Methodologies of client care frequently utilized by organizations incorporate customer care technology, utility call focuses, sales and marketing, customer service and the Know and work closely with customers.

2.3.1 Customer Care Technology

Pawling (2001) and Stockton (2000) illuminate that basic movements are happening in the mode utilities are accessed, spread, examined, and data stored. The two researchers suggest that organizations understand that web for example can help clients to spare cash, take care of issues, build fulfillment and engage clients with self-service abilities and access to constant data. It is watched that if innovation is presented by organizations the rate of taking care of the complaints of clients increments and further guarantee consumer loyalty (Pawling, 2001). Pawling include that if innovation transforms items into wares, then client administration is much more fundamental, as it turns into the separating variable that gives

an organization an upper hand. It is trusted that a triumphant procedure is to present web, since clients are requesting electronic client administration, and organizations that don't utilize innovation are abandoned.

2.3.2 Utility Call Centers

Studies by Stockton (2000) reiterate that success of companies is determined by quick response to customer complaints and problems. All calls from different customers are screened in order to know well the problems faced by users regarding products and services offered. Stockton postulates that with utility call centers, service providers can store attribute data to each and every customer including location. This is crucial for communicating with information delivery and accessibility for reporting to management and other departments.

2.3.3 Sales and Marketing

Pawling (2001) and Stockton (2000) further suggest that an imperative retail advertising movement is investigating populace demographics with current client records to see what sort of individual may be pulled in to a specific service range. Area based examinations can be utilized to target potential clients and figure out what sorts of services may be offered (Stockton, 2000). Sales advertisement as a technique for client consideration can likewise be utilized to target promoting endeavors toward a particular group of onlookers, figure out which service will be advertised trying to expand client mindfulness. Sales advertising as a technique prompts consumer loyalty and to more engaged administration and development arranges (Stockton, 2000).

2.3.4 Customer Service

Pawling (2001) and Stockton (2002) emphasize that customer service is a field service delivery that requires utilities to track customer complaints, determine trouble types and location of service problems. The information they note can then be passed to the proper personnel or department responsible for handling specific types of emergencies. They further note that location enhances service records that can also be analyzed and correlated with historical data, thus allowing service providers to see where recurring trouble poses service threat to decide how best to resolve customer difficulties care.

2.3.5 Know and Work Closely with Customers

Pawling (2001) opines that all associations require a more profound comprehension of interest and inclinations of clients keeping in mind the end goal to give applicable data. He contends that associations have committed tremendous errors in assessing the data items and administrations propensities for clients. For instance, scholastics may agree with email cooperation, however dislike self-administration choices, for example, seeking an organization Web-website. The researcher further cautions that deciding clients' needs can challenge, along these lines the most ideal approach to do it is to converse with clients. For instance "tell us what to do and work with us and tell us if we are doing right". This can be achieved via face to face situation, online surveys, focus groups, and e-mail (Pawling, 2001).

2.4 Theoretical Review Framework on Customer Care

Clients buy services and/or products of companies for essentially similar purpose. The consequence of such justification is that associations should reconsider their business methods of reasoning to make them more organization orchestrated. The gathering of an

organization basis construes focusing on the most capable technique to offer greater points of interest to customers, rather than focusing on making more services available to customers of the present business division. In any case, with regards to the decision been crucial, the choice of an organization basis should be established on a wary examination of the customers' purchase method of reasoning (Grönroos, 2008). Customer Protection Agencies are often perturbed by matters as; perform and make choices that is in favour of the goals of firms: fulfilling the expectations of customers, ensuring client consideration processes, get ready staffs on customer consideration advantages from now on high staff customer organization execution; keep up forceful edge in quality organization and item acquirement (Drucker, 2007).

The concept of service and/or product quality of a firm is a key area that clients of companies use for pegging the image and the importance of firms, likewise just to bit of the general business in the PIMS research (Gale, 2007). Relative quality is a key sponsor to essential concern advantage execution. Quality must be portrayed by customers. It happens where a firm supplies of things to a specific that satisfies their necessities (Payne, 2008). Customer goals serve as standards against which ensuing organization experiences are taken a gander at; when organization execution comes up short concerning customer wishes, disillusionment happens. There are three ways firms can get from improving their inclination of organization; customer upkeep, positive verbal recommendations and the ability to generate general income as a result of extended bit of the cake. This phenomenon has clearly been defined and shown in the Figure 2.1.

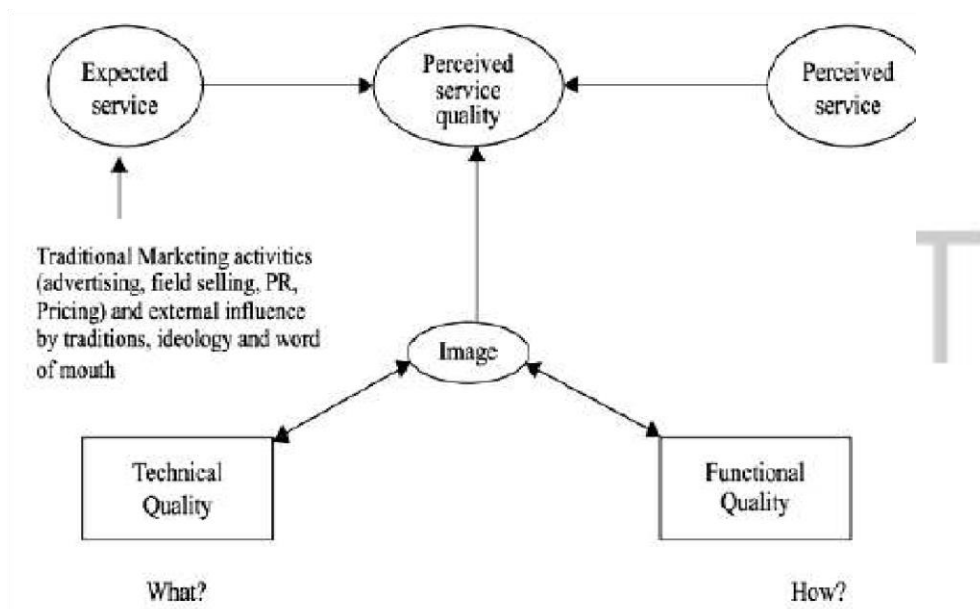


Figure 2.1: A framework of customer quality service training on functional and technical quality

Source: Gronroos, 1984

The Figure (2.1) shows that the product and service quality framework indicates that for a provided product or service the quality is the result of an appraisal procedure where clients liken their actual receipt to their expectations. Therefore the expectation of the customers is greatly influenced by showcasing blend exercises, outer conventions, belief system and informal correspondences. Gronroos (2004) additionally recommends past involvement with the administration will impact desires. Gronroos (2004) recommended there are two essential segments of value, specialized and practical, with a third, picture, going about as an interceding impact. One is the specialized quality preparing is the thing that the client is left with, when the generation procedure is done.

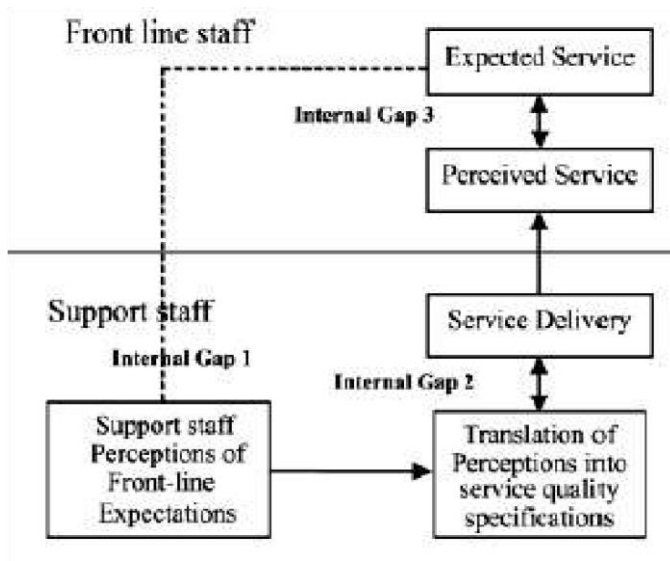


Figure 2.2: Internal service quality models

Source: Frost and Kumar (2000)

The Figure (2.2) demonstrates that the service located inwardly or item quality model assesses the quantification and associations that marks the service quality amongst the inside clients (progressive employees) and internal product provider (reinforce employees) inside of a vast administration association. The internal gap one shows the difference in the reinforce employees judgment (inner providers of service) of progressive employees wishes (inner clients). The crucial inner gap two is the difference in the quality of the service received and the quality expected of the service provided; client worth and consumer loyalty conveyed bringing about an inner administration execution hole.

2.5 Organizational Performance

Organizational performance is the final achievement of an organization which is measured either in financial and non-financial indicators, and contains a few things, such as the existence of certain targets are achieved, has a period of time in achieving the targets and the realization of efficiency and effectiveness (Gibson, 2008). On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Ramayah, Samat & May-Chiun, 2011). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. It should be emphasized that the performance of organizations can either be financial or non-financial (Al-Hawari & Ward, 2006).

2.5.1 Financial Performance

The business dictionary defines financial measurement as the monetary outcome of a company's strategies and activities. Traditionally, measurement tools of financial performance are sub-divided into profitability, liquidity or working capital, investor ratios, and gearing (Dikolli, 2001). Some other key measures of financial performance used by companies of all kinds include value added, return on assets, liquidity, financial efficiency, repayment capacity, solvency, revenue, market share, return on investment (ROI), cash flow and many others (Brockman & Turtle, 2003). Considering all these financial measures, the current study employs measuring tools like liquidity, profitability,

market share, financial efficiency, ROI and return on asset that often used by financial institutions as key performance indicators (Ramayah, Samat & May_Chui, 2011).

2.5.2 Non-Financial Performance

Though the key instrument for measuring performance of companies are the financial performance indicators (Larivie're & Poel, 2005; Ryals& Knox, 2005), contemporary studies suggest that the non-financial performance (NFP) measuring tools are also of crucial significance in quantifying firms performance (Reichel& Haber, 2005; Gupta & Zeithaml, 2006; Avci et al., 2010). Non-Financial Performance describes quantitative measures of organizations or individuals performance that is not defined in terms of money or not quantitative in nature. These forms of ratio-based measures of performance overlook all forms of monetary or quantitative metrics in either the denominator or the numerator of the ratios (Gupta & Zeithaml, 2006). Some common measures of NFP are consumer loyalty, human resources, product or service quality, brand awareness, company profile, the number of new products, internal business process adequacy, customer acquisition, customer retention and customer satisfaction (Avci et al., 2010). Non-financial performance measures are sometimes considered to be leading indicators of future financial performance, while current financial performance measures such as earnings or return on assets are commonly considered to be trailing measures of performance (Avci et al., 2010). In the context of this study, the key non-financial indicators to be used are customer satisfaction, customer acquisition and customer retention. The level of the performance of the pharmaceutical retail firms can be enhanced through adoption of the appropriate advertising messages and tools in the marketing of the retail product.

a) Customer Satisfaction

From the Latin *‘satis’* (enough) and *‘facere’* (to do or make) is derived the construct satisfaction. Along these lines, satisfaction items and services have the ability to give what is being tried to the point of being "sufficient." Two related words are satiation, which freely implies enough up to the point of overabundance, and satiety, which can mean a surfeit or a lot of enough, as though to say that an excessive amount of is fundamentally undesirable. These terms outline the point that fulfillment infers a filling or satisfaction (Siew-Phaik et al., 2011). Satisfaction defines a person feeling of pleasure or disappointment resulting from comparing a product perceived performance or outcome in relation to his or her expectation (Kotler, 2009). Clearly defining and comprehending consumer loyalty can help any organization recognize open doors for a consumer loyalty looking over system that can guarantee that quality change endeavors are legitimately centered on issues that are most critical to the client (Li, Chau, & Lou, 2005). The achievement of customer satisfaction leads to company loyalty and product repurchase and hence higher level of company performance (Masrujeh, 2009). Therefore, retail companies need to introduce different crusades through promotion to have more correspondence with their clients, and give benefits that achieve their desire which can update the relationship to the following level and achieve client faithfulness which therefore prompt higher performance of business (Li, Chau, & Lou, 2005).

b) Customer acquisition

Client acquisition is the way toward distinguishing, drawing nearer, and growing new client connections (Masrujeh, 2009). Learning Discovery techniques can be exceptionally valuable in the distinguishing proof of conceivably productive and steadfast new clients.

Procuring the right clients is the initial phase in Customer Relationship Management. On the other hand it can be just characterized as methods used to increase new clients (Angelova and Zekiri, 2011).

The part and relative significance of client procurement changes significantly as indicated by an organization's particular circumstance (Buttle, 2006). For instance, another business sector participant will be primarily concentrate on client securing, while a built up big business will be more worried with client maintenance. The client's securing procedure is normally worried with issues, for example, getting clients at a lower cost, procuring more clients, obtaining more alluring clients, and gaining clients using new channels. Client obtaining is dependably the most critical objective amid new item dispatches and with new business new businesses. One-client organizations can twofold its client base by procuring one more client. Alternately, the loss of that solitary client could spell insolvency. In this way, client procurement will dependably be expected to supplant characteristic weakening (Buttle 2006). Procedures that guarantees more elevated amount of client procurement animates larger amount of performance of firms.

c) Customer Retention

Client maintenance is progressively being seen as an essential administrative issue, particularly with regards to soaked market or lower development of the quantity of new clients. It has been additionally recognized as key destinations of relationship advertising, principally as a result of its potential in conveying prevalent relationship financial matters, i.e. it cost less to hold than to gain new clients (Ghavami 2006). Bateson and Hoffman

(2002), characterize client maintenance as centering a firm advertising exertion towards the current client's base. This clarifies the perspective that as opposed to attempting to procure another clients, firms overwhelmed in clients maintenance endeavors must ensure that the current client are fulfilled as so to make and keep up long haul relationship. (Payne 2005).

Numerous organizations perceive the significance of client's maintenance however moderately few comprehend the financial aspects of client maintenance inside their own particular firms. Since the beginning of the 1990s exploration has recognized the money related advantages of client's securing versus client maintenance. Reichard and Sasser (1990), in their exhibit of the budgetary effect of client maintenance uncovered that even a little increment in client maintenance created an emotional and constructive outcome on gainfulness: a five rate focuses increment in client maintenance yielded a high change in benefit in present quality terms. These outcomes have had a huge effect in attracting thoughtfulness regarding the basic part client maintenance needs to play inside client care system (Payne 2005).

2.6 Advertisement of Products

Advertisement is any paid kind of non-individual presentation and headway of musings, items, or organizations by a perceived supporter (Kotler & Armstrong, 2010). There are distinctive sorts of commercial such as enticing publicizing, instructive promoting, update publicizing and correlation promoting. Educational promotion is used to light up buyers around another thing, organization or future or develop vital hobby. It outlines open things and organizations, modifies false impressions and creates the clear image of the company (Kotler & Keller, 2012). Advertisement ought to be conceivable through print media which

joins leaflets, day by day papers, magazines, TV, visual media which fuses declarations, and Audio media for occasion Radio (Kotler & Armstrong, 2010).

Dunn et al. (2008) suggested that advertising from its useful viewpoints, along these lines they describe it as a paid, non-singular correspondence through various media by business firms, non-advantage affiliation, and individuals who are some way or another perceived in the publicizing message and who might want to teach or affect people from a particular group. Advertisement is the non-singular correspondence of showcasing related information in an expected vested party, ordinarily paid for by remembering the final objective to accomplish the specific destinations of the sponsor. Advertisement is a message paid for by a perceived backing and passed on through some medium of mass correspondence. Etzel et al. (2007) saw that the explanation behind advertisement is to create awareness of products and offer information that will help the purchaser to settle on purchase decision, the centrality of publicizing as an uncommon framework, thus, depends on upon its ability to effect buyer to purchase and in addition to continue repurchasing and over the long haul make brand unwavering quality. Along these lines, various affiliations spend a colossal measure of money on advancing and brand organization.

Promoting might impact customers in a wide range of ways; however the essential objective of publicizing is to build the likelihood that purchasers presented to a commercial will carry on or accept as the promoter wishes (Stafford & Stafford, 2003). Along these lines, a definitive target of publicizing systems is to offer things powerfully and innovatively. Publicizing is utilized by business firms attempting to offer items and administrations; by legislators and political vested parties to offer thoughts or convince voters by not-revenue

driven associations to raise stores, request volunteers, or impact the activities of viewers; and by governments looking to empower or debilitate specific exercises, such as wearing safety belts, taking an interest in the registration, or stopping to smoke. The structures that promoting takes and the media in which ads seem are as differed as the publicists themselves and the messages that they wish to convey (Schmidt & Spreng 2000). Publicizing is a marker of the development, advancement and flawlessness of the business environment. Not just does promoting reflect the business environment, it likewise influences and gets influenced by our style of life. It is not under any condition astonishing that promoting is a standout amongst the most nearly investigated of all business organizations. In today's surroundings, sponsors are nearly inspected by the intended interest group for whom the promotion is implied for in the general public.

Direct-to-consumer pharmaceutical advertising (DTCPA) has grown rapidly during the past several decades and is now the most prominent type of health communication that the public encounters (Kuehn, 2010; Greene & Herzberg, 2010). Direct-to-Consumer Drug Advertising (DTCPA) often employed in the pharmaceutical retail industry can be defined as an effort (usually via popular media) made by a pharmaceutical company to promote its prescription products directly to patients (Abel et al., 2006). There are three key types of DTC drug advertisements (Morgan, 2007; Connors, 2009). One type is the —help-seeking ad, which provides only information about a medical condition and encourages patients to contact their physician but does not mention a product (Morgan, 2007; Connors, 2009). Another category is the —reminder ad, which includes the product name; this type may provide information about strength, dosage form, or price, but it does not mention the indication or make any claims (Morgan, 2007; Connors, 2009). The third

and most common type is the —product claim ad, which mentions the product and its indication and includes efficacy or safety claims (Connors, 2009). Each form of advertisement has its level of influence on the performance of the retail pharmaceutical firm.

KNUST

2.7 Advertisement Evaluation Measures

When evaluating an advertising campaign, the variables that are predominantly looked at are the ones that are measuring the effects of the buyer response steps. These variables are processing measures and communication effect measures. Alvesson and Deetz (2005) discuss several measures in each of these groups. The majority of the mentioned measurements would be adopted in this study.

2.7.1 Processing Measure

Following from the six-step effects sequence model, the first step after the actual exposure of the advertising campaign is the processing procedure. This is the phase where the individual exposed to the advertisement processes or somehow responds to the message. The phase normally involves the attention, learning and memory of the individual.

a) Advertising Awareness

Ad Awareness (AdAW) is a commonly used intermediate advertising effectiveness measure. It has been argued that it cannot only tell us something about the customers' memory of the advertising, but also that the measure reflects other mental states such as interest in ads (Du Plessis, 2005). Ad awareness can be measured in two different ways: ad recognition and ad recall. Recognition requires simple identification of a previously seen object, whereas recall usually requires reproduction of an object without any external aid.

The latter form can be divided into aided and unaided ad recall. For measuring aided ad recall the respondent is provided with descriptions of all or some aspects of the original events and thus helps in minimizing omission (Abeeku-Bamfo & Akorige-Atara, 2013).

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2.7.2 Communication Effects

When planning an advertising campaign the manager must specify the desired communication effects. There are five communication objectives that can be caused of any form of marketing communication: Category Need, Brand Awareness, Brand Attitude, Purchase Intention and Purchase facilitation. We look at number two, three and four due to the type of product and campaign objectives.

a) Brand Awareness

Brand Awareness (BAW) is defined as the end-user's ability to identify the brand. It is regarded as a universal communication objective by Heath, Brandt and Nairn (2006) and therefore should be included in intermediate measures of advertising effectiveness (Heath & Hyder, 2005). In the same way as Ad AW, BAW is measured in two ways, recall and recognition. In turn recall can be aided or unaided.

b) Brand Attitude

Brand Attitude (BATT) is defined as the buyer's evaluation of the brand in terms of its perceived ability to meet a currently relevant motivation (Heath, 2006). This measure is seen as an important construct since it is generally seen as an antecedent of both intention

to purchase and the actual purchase. Many researchers view BATT as a universal communication objective of all advertising campaigns (Heath, Brandt & Nairn, 2006).

b) Purchase Intention

When evaluating advertising effectiveness many researchers as well as practitioners frequently use a measure of Purchase Intention (PI). According to Gladwell some even use it as a measure of advertising effectiveness itself (Gladwell, 2005). PI is defined as the buyer's self-instruction to purchase the product, or to take another relevant purchaserelated action.

2.8 Effect of Advertisement on Organizational Performance

Hypothetically, advertising can facilitate sway on firm performance through its impact on business part regard or creating uncommon yields for publicizing firms. Correspondingly, commercial can in like manner have abnormal effect on firm execution by judiciousness of its ability to effect arrangements and advantage of a firm (Joshi & Hanssens, 2010). Kim, Chung and Lee (2011) developed a positive association really busy publicizing and benefit for those associations working basically in buyer items organizations. Promoting practices of firms impact the purchasing psyche of consumers. Through ad buyers are impacted to have positive impression of items and henceforth guarantee buy and repurchase that accordingly absolutely influences deals, piece of the pie and the general authoritative execution. The investigation of Korgaonkar et al. (2004) agree with this attestation as their study result demonstrated that publicizing effort were effective in expanding deals when they were for nondurable items with exceptional properties, were equipped to the customer market and upheld by satisfactory money related assets, and when they highlighted novel and imaginative messages. It likewise found that great item characteristics could be

accomplished by publicizing effort that advanced item uniqueness, had sufficient money related assets, and utilized inventive messages and suitable media. Denning (2006) advocates that publicizing serves principally an enticing part. As per this perspective, contributing so as to promote expands item separation and stops passage acknowledgment and renown to publicized products, subsequently blowing up the business sector force of firms offering publicized merchandise and supporting costs. Nelson (2004) focuses on the critical part of advertising under a defined cost and item quality data. Enlightening publicizing decreases the expenses connected with purchaser look and encourages substitution conceivable outcomes between items, bringing about lower costs and unrivaled business sector execution.

Eng and Keh (2007) report that advertisement sufficiency could be achieved by the additional offers of a thing a long ways past those that would have happened with no publicizing or headway. Regardless of the way that advancing directors have subsequent to quite a while prior assumed that publicizing impact on arrangements can hang on longer than the present period, the penchant to acknowledge that advancing effect on arrangements is transient is yet pervasive. They progress fight that the more drawn out vocations of publicizing are better than anything less and shorter livelihoods of it free of the method for duty of business to bargains.

Dekimpe et al. (2009) developed that there is on occasion any unchanging effect of advertisement on performance of firms. Their disclosures exhibited that advancing does not change the structure of offers over the long haul. They suggest that the reducing impact of publicizing may be an immediate aftereffect of choice of brand, sum which is gotten and

arrangement rate, for instance, essentialness crisis. Pauwels et al. (2002) are of the view that when a shopper is presented to a publicizing offer dominant part of the time, the buyer has as of now acquired and honed a specific brand so the effect of learning frame the that buy is negligible and is effortlessly adjusted by a synchronous and comparative aggressive advertising. In this manner the prompt impacts of promoting are little. This is a direct result of value advancement customers are compelled to make buys and however this effect on deals can't just be clarified by quickened rate of procurement because of value decreases. Irrespective of the contradictory assertion of the effect of advertising activities on organizational performance, the current study hypothesis that:

H₁: Advertisement positively influences organizational performance.

2.9 Effect of Advertisement on Customer Care

Quality customer care or service ensures higher level of customer satisfaction and hence loyalty, that translates into higher level of sales volumes (Alyssa, 2006). Consequently, good customer care is the main measure of customers to distinguish a company from its competitors. However, the customer care practice of organizations would not be known to the masses of consumers without higher level and very effective advertisement practices. Several studies have therefore reported positive relationship between advertisement of the customer care practices of firms and consumers perception of customer care and hence higher level of purchases and repeated purchases. It is reported that advertisement influences consumer's perception of the customer care practices of organization's in the service industry (Rahmani & Mojaveri, 2012). This relationship was further confirmed through the study of Abiodun (2011) that the application of advertising modes like

television, newspaper, radio and billboards influences consumers perception of the customer care practices of firm in the service industry and further influence sales volumes. Zafar and Rafique (2015) in a more recent study also indicated that an advertisement practice affects positively consumer's perception of customer care practices. Hong-Youl, Joby and Siva (2011) also indicated that advertisement affects the brand loyalty of consumers through a positive influence on their perception of the customer care practices of companies. The customer care practices of companies such as higher speed of attendance to customers, attendance to customer complaints, speed of service delivery, and convenience, reliability and quality of products are often conveyed to consumers to enhance the image of companies and hence performance through advertisement (Temperley & Daniel, 2006; Homer, 2007; Waldt, Beer & Plessis, 2007; Amos, Holmes & Strutton, 2008). Based on the assertion of these researchers, the study hypothesizes that:

H₂: Advertisement positively influences customer care

2.10 Effect of Customer Care on Organizational Performance

A large volume of researches relate better quality of products and services to better organizational performance (Forker et al., 1996; Golhar & Deshpande, 1999; Kroll et al., 1999; Gyamfi-Ababio & Yamoah, 2016). Cho and Pucik (2005), assert that top managers increasingly relate quality to firm performance and hence it has been viewed as one of the important key variables in achieving long-term competitive advantage. Employee's perception of delivery service quality such as tangibles, reliability, responsiveness, and empathy affects organization's performance as measured by monetary and value gain and it is equally essential to understand that superior quality can lead to higher levels of

operational performance (Cook & Verma, 2002). Also, Gounaris et al. (2003) considered service quality as an important factor that allows an organization to differentiate itself from competitors and therefore, gain a sustainable competitive advantage. Customer care can therefore be assumed to positively relate to increasing organizational performance. As evidence to this conclusion, the study of Ramayah, Samat and May Chiun (2011) showed that there is positive relationship between customer care and organisational performance in the Malaysian service sector. Talib and Mohd Ali (2015) in their study result showed that there is close association between the quality of customer care and the organization performance which confirmed that investments in quality should indeed resulted in better performance. Hassan (2013) asserts that there is positive relationship between customer care and growth. Thus, high service quality, effective service speed and responsiveness that are antecedents of customer care lead to high level of organizational performance. In other words, customer care has positive relationship on organizational performance.

Customer care improves with higher level of service quality that positively influences customer satisfaction and firm's profitability (Anderson & Srinivasan, 2003). Delivering services and products to customers in the expected time is great antecedent of organizational performance (Aaker, 1995). Today most customers would prefer to be charged more and get faster service than free and slower services. Evans, O'Malley and Patterson (2004) argue that firms with quick service have a good opportunity to appeal to more people and benefits from constant referral from their customers, thus improving it performance. In order to achieve high market share, organizations must be able to satisfy their customers' needs and wants in a timely and speedy manner (La Barbera & Mazursky,

1983 cited in Sakwa & Oloko, 2014). In support, Pruyn and Smidts (1998) opine that lengthy wait time has been shown to diminish customer satisfaction and hence reduce the customer's tendency for purchasing and repurchasing of products (Sakwa & Oloko, 2014) and hence adversely affect the sales growth, market share and other performances of the organization. Therefore perceived wait time as an antecedent of customer care is related to customer satisfaction (Pruyn & Smidts 1998 cited in Sakwa & Oloko, 2014) and hence organizational performance. Based on these researchers result, the current study hypothesis that:

H₃: Customer care positively influences organizational performance

2.11 Concept of Mediation of Variables

A mediator variable is the variable that causes mediation in the dependent and the independent variables (Hayes & Scharkow, 2013). In other words, it explains the relationship between the dependent variable and the independent variable. The general test for mediation is to examine the relation between the predictor and the criterion variables, the relation between the predictor and the mediator variables, and the relation between the mediator and criterion variables (Pandelaere, Briers, Dewitte, & Warlop, 2010; Wirtz & McColl-Kennedy, 2010). All of these correlations should be significant. The relation between predictor and criterion should be reduced (to zero in the case of total mediation) after controlling the relation between the mediator and criterion variables (Forgas, 2011). The mediation concept is presented in Figure 2.3.

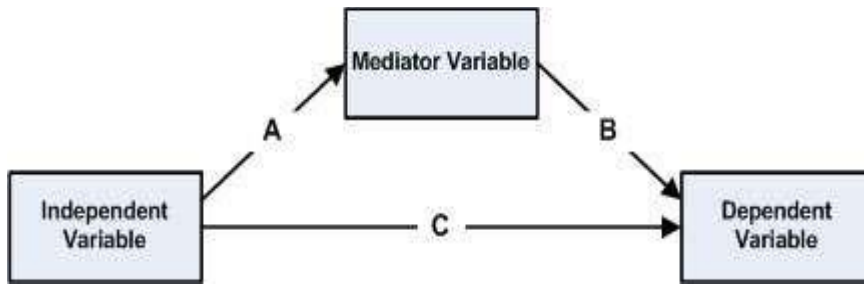


Figure 2.3: The mediation concept

Source: Pandelaere, Briers, Dewitte, & Warlop (2010:12)

The Figure 2.3 shows that, the indirect effect is the product of path coefficients "A" and "B". The direct effect is the coefficient "C". The direct effect measures the extent to which the dependent variable changes when the independent variable increases by one unit and the mediator variable remains unaltered. In contrast, the indirect effect measures the extent to which the dependent variable changes when the independent variable is held fixed and the mediator variable changes by the amount it would have changed had the independent variable increased by one unit (Calogero & Jost, 2011). In linear systems, the total effect is equal to the sum of the direct and indirect effects ($C + AB$ in the model above). In nonlinear models, the total effect is not generally equal to the sum of the direct and indirect effects, but to a modified combination of the two (Haisley & Loewenstein, 2011).

With regard to the full and partial mediation effects of the mediator, a mediator variable can either account for all or some of the observed relationship between two variables. The process of complete mediation is defined as the complete intervention caused by the mediator variable. This results in the initial variable no longer affecting the outcome variable. Maximum evidence for mediation, also called full mediation, would occur if

inclusion of the mediation variable drops the relationship between the independent variable and dependent variable (see pathway *c* in diagram above) to zero. The process of partial mediation is defined as the partial intervention. The mediation caused by the mediator variable is developed as a mediation model. This model that develops due to the mediation is a causal model. In other words, this means that the mediator variable has been assumed to cause the affect in the outcome variable and not vice versa.

However, partial mediation maintains that the mediating variable accounts for some, but not all, of the relationship between the independent variable and dependent variable. Partial mediation implies that there is not only a significant relationship between the mediator and the dependent variable, but also some direct relationship between the independent and dependent variable.

In order for either full or partial mediation to be established, the reduction in variance explained by the independent variable must be significant as determined by one of several tests, such as the Sobel test (Ruva, Guenther, & Yarbrough, 2011). The effect of an independent variable on the dependent variable can become non significant when the mediator is introduced simply because a trivial amount of variance is explained (i.e., not true mediation). Thus, it is imperative to show a significant reduction in variance explained by the independent variable before asserting either full or partial mediation. It is possible to have statistically significant indirect effects in the absence of a total effect (Anicich, & Galinsky, 2012; Werle, Wansink, & Payne, 2011). This can be explained by the presence of several mediating paths that cancel each other out, and become noticeable when one of the cancelling mediators is controlled for. This implies that the terms 'partial' and 'full' mediation should always be interpreted relative to the set of variables that are present in

the model. In all cases, the operation of "fixing a variable" must be distinguished from that of "controlling for a variable," which has been inappropriately used in the literature (Chandler & Pronin, 2012; Legault, Gutsell, & Inzlicht, 2011).

2.12 Mediating Effect of Advertisement on the Relationship between Customer Care and Organizational Performance

Quality customer care or service ensures higher level of customer satisfaction and hence loyalty, that translates into higher level of profitability and ultimately increases the growth of organizations (Alyssa, 2006). Consequently, good customer care is the main measure of customers to distinguish a company from its competitors. Hence, it is apparent to mention that the success of a company is as a result of good customer care and service. That is to say, increases in the customer care activities of an organisation increases the customer satisfaction level and hence customer loyalty that translates into the growth of the organization in terms of profit, sales growth, employees growth and brand equity (Blalock, 2005).

However, no matter how good the customer practices of a company, the greater effect on organizational performance would not be realized if the message is not carried to the customers (Alyssa, 2006). It is therefore essential that companies including those in the pharmaceutical industry carry out messages expatiating on their care and suitable practices as well as the quality of products to stimulate higher level of sales. Study suggest that it is not just the established dialogue, the empathy, rapport, the relationship that ensures greater organisational performance but also additional effort through advertisement to

communicate the right messages about the products and services to the target customers (Dae-Yul, Sung-Min & Dong-Ju, 2014). Effective communication such as advertisement by companies attempts to inform, persuade and remind consumers about the products and brands of organisations, the good customer care practices and hence spur their appetite for repurchases (Kotler, 2006).

However, for this to be achieved, the company has the task of conveying the necessary information about the attributes of the product to customers through effective communication medium like advertisement. Advertisement has the potential to play the mediating role of explaining the qualities of pharmaceutical products to customers and hence ensuring repeated purchases and purchases by new customers. This assertion has been confirmed by studies. For instance, Ramayah, Samat and May _Chiun (2011) examined the relationship between customer care orientations and quality of service or product and their impact on organisational performance and revealed that customer significantly mediates the relationship between advertisement and organisational performance. The customer can be oriented through effective advertisement and hence influence the customer's perception of the customer care practices that is an antecedent of customer satisfaction and hence organisational performance (Dae-Yul, Sung-Min & Dong-Ju, 2014). Based on these assertions of the numerous researchers, the study hypothesis that:

H4: Advertisement mediates the relationship between customer care and organizational performance

2.13 Conceptual Framework of the Study

Conceptually, the current study is based on several antecedents of customer care quality that could enhance satisfaction and hence loyalty and commitment a particular brand or

company in the pharmaceutical industry. The considered antecedents of quality customer care were customer care training, accessible customer care centers, customer care policies, agility access to product and services, product or service quality, customer's waiting time, and effective communication with customer. For a pharmaceutical firm (manufacturer, wholesaler or retailer) to achieve higher level of customer care, there is the need for effective customer care activities that could engulf offering the internal customers (employees) customer care training, provide customer care centers to see to customer complaints, ensure easy access to products and services, minimize the customer waiting time, and also ensure the production of safe and quality products that would be effectively communicated to the customers through effective advertising tools.

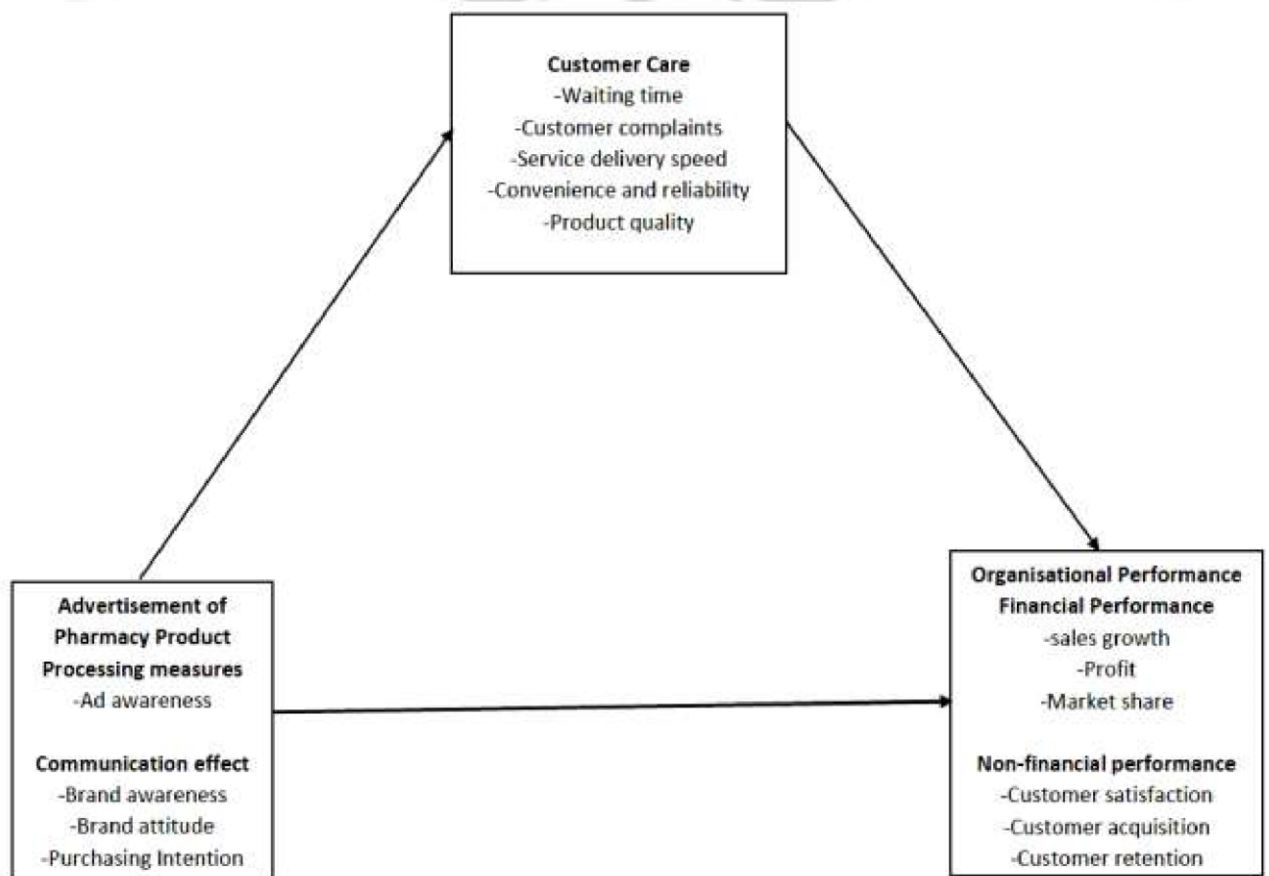


Figure 2.4: Customer Care and Performance Relationship Moderated by

Advertisement

Source: Author's Own Construct, 2016

The Figure 2.1 provides a conceptual framework on the relationship between advertisement and organizational performance that is mediated by customer care practices. Advertisement of the products and the customer care strategies of pharmaceutical firms has the capacity to create consumer awareness. It could further stimulate the brand awareness of consumers and their attitude towards brand through more effective messages communicated through advertising mediums like television, radio, billboards, and the internet. Advertising communication therefore has the potency to affect consumer's perception of the customer care practices of companies in the pharmaceutical industry. The positive perception of consumers about the care practices like speed of delivery of services, attendance to customer complaints, lesser waiting time, higher level of convenience and reliability of service delivery and product quality translates into larger volume of sales (Rahmani & Mojaveri, 2012). It is therefore evident that the customer care practices of firms mediates the relationship between advertisement and organizational performances.

The mediation effect of customer in the relationship could be partial or full depending on the strength of the relationship between advertisement and customer care, and the relationship between customer care organizational performances. The product of these two relationships should be equal or greater than the strength of the direct relationship between advertisement and organizational performances to generate full mediating effect. Otherwise the generated relationship is termed as partial mediating effect. Furthermore, the confirmation of the mediation effect is conducted through the Sobel's test of significance.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter of the study discusses the procedures employed in carrying out the entire study. The key or salient topical areas discussed in the chapter included the research design, the target population, the sample size, the sampling procedure, source of data, data collection tools, data collection procedure, pre-test, method of data analysis, reliability and validity of the study and the ethical consideration of the study.

3.1 Research Design

The current study employs the causal or explanatory research design method. This form of design is employed when a study seeks to examine the cause and effect relationship between two constructs or variables (Babbie, 2010). This method is deemed suitable since the current study seeks to examine the impact of advertisement on organizational performance and further examine the mediation effect of customer care. In this context, several specific causal relationships are therefore being examined including: (1) the causal relationship between advertisement and organizational performance; (2) the causal relationship between advertisement and customer care; (3) the causal relationship between customer care and organizational performance. Evidently, the study is principally based on the causal research design concept and hence its adoption for the study. Therefore three key constructs including advertisement, customer care and organizational performance were considered in the study. The data for this analytical method was obtained through a designed structured questionnaire administered to 102 staff of Tobinco Pharmaceutical firm in Kumasi. The staff of the firm were selected through a multi-stage sampling procedure. The data for the analyses was confirmed through confirmatory factor analysis

and later sieved through the model modification method of LISREL. The final analyses of the causal relationship was then performed through a hierarchical regression method.

3.2 Population of the Study

For every effective study, there is the need for operational definition of the research population. A research population is defined as a distinct group of persons or subjects with similar traits (Polit, Beck & Hungler, 2001). However, for effective study there is the need to define the target population of the research. Target population denotes the whole collection of persons or subjects or items to which researchers are interested in generalizing the conclusions (Creswell, 2003). For the current study, the target population constitutes all staff of the Tobinco Pharmaceutical Limited at Asafo in Kumasi in the Ashanti region of Ghana. Tobinco Pharmaceuticals limited (TPL) is currently one of the leading pharmaceutical marketing and distribution company in Ghana and looking forward to producing other product locally from its state of art manufacturing plant by way of backward integration to tap into the sub regional markets according to (Center for Pharmaceuticals Management 2015) As free zone board facility 70% of the manufacturing medicines will be marketed and distributed globally, particularly the African sub regional markets . The distribution of the staff of the Tobinco Pharmaceutical Limited at Asafo in Kumasi is shown in Table 3.1. The Tobinco Pharmaceutical firm was employed on the basis of their desire to undertake medications in the message and method of advertisement to increases the rate of repurchases. The firms desire to modify its advertising strategies to stimulate higher level of sales. Therefore, the current advertising goals of the firm seemingly is in line with the motive of the current study.

Table 3.1: Population and Sample Size Distribution of the Study

Department	Staff Size	Percent	Sample Size
Operations	8	6.7	7
Pharmaceutical	18	15.0	15
Cash Office	18	15.0	15
Sales and Marketing	22	18.3	19
Stock and Transport	16	13.3	14
Others	38	31.7	32
Total	120	100.0	102

3.3 Sample Size

From the total defined target population of 120 staff of the Tobinco Pharmaceutical Limited at Asafo in Kumasi, the appropriate sample size for the current study of 102 staff of the Tobinco Pharmaceutical Limited at Asafo in Kumasi was obtained using the De Vaus (2002) simple formula employed for calculating the sample size from the target population.

$$n = \frac{N}{1 + \frac{N \cdot e^2}{z^2}} ; n = 93$$

$$1 + \frac{120 \cdot 0.05^2}{1.30^2} ; n = 1.30 \cdot 120 = 156$$

n = Sample size

N = Population

e = Confidence Level

To compensate for possible effects of non-response rate, 10% of the sample size was added to 93 giving a total sample size of 102.

3.4 Sampling Techniques

The study employed multi-stage sampling procedure to select the respondents from the total target population of the study. In the first stage, the staff of the Tobinco

Pharmaceutical Limited at Asafo in Kumasi was stratified on the basis of departments in the Company. The staff distribution by departments is shown in Table 3.1. The stratification was necessary to avoid the usage of all the target population that is relatively costly and time consuming. More so, the stratification allows the inclusion of staff from all departments of the Company. In the second stage of the sampling procedure, a simple random sampling by balloting procedure was used to select the sample size proportion for each of the departments. This sampling procedure was employed in the second stage because the sample units within each department are homogeneous.

3.5 Source of Data

The study primarily relied on primary data collected on the customer care practices of the Tobinco Pharmaceutical Limited, the effect of customer care practices of TPL on performance, the effect of the advertising activities of TPL on performance, and the mediating role of advertisement between the customer practices of TPL and performance.

3.6 Data Collection Instrument

The primary data collected from the staff was done using a structured questionnaire designed to constitute principally closed ended questions. The usage of the closed ended type of questioning was meant to examine the ranking of numerous constructs and this aided in reducing the quantity of related responses so as to acquire extra varying responses. The questionnaire was personally administered with the staff of the Tobinco Pharmaceutical Limited.

A single set of questionnaire was designed for the participating staff of the Tobinco Pharmaceutical Limited. The questionnaire was divided into five sub-categories, with each category containing set of questions aimed at achieving a target objective: (1) the first sub-section of the questionnaire had to do with the socio demographic characteristic or information of the surveyed staff of the Tobinco Pharmaceutical Limited; (2) the second sub-section of the questionnaire provides statements to examine the customer care practices of the Tobinco Pharmaceutical Limited; (3) the third sub-section examined the advertising practices of Tobinco Pharmaceutical Limited; (4) the fourth sub-section employs queries to examine the performance of Tobinco Pharmaceutical Limited; and (5) the fifth sub-section of the questionnaire provides statements in an attempt to examine the mediating role of advertisement between customer care and performance. The Likert Scaling method was employed to aid the scaling of the responses of some of the queries provided in designed questionnaire.

3.7 Pre-test of the Data Collection Instrument

The suitability of the designed questionnaire in terms of measuring the constructs the study intends to measure was tested through the pre-test with the branch of Kinapharma Limited in former Darko Farms Office Bldg. at Adum Kumasi. In the pre-test, 20 questionnaires were administered to the staff of the Company. The wording of some of the questions in the questionnaire was re-stated based on the staff difficulty to comprehend. Few other questions were also added to the final questionnaire on the basis of the pre-test.

3.8 Data Collection Procedure

The data collection procedure began by sending prior notice to branch manager of the Tobinco Pharmaceutical Limited at Asafo in Kumasi. After receiving the permission to conduct the study with the Company, further prior notices were sent to the heads of the various department of the Company to inform their staff of the study with their respective departments. After the departmental authorization, a date was scheduled with the Company for the conduct of the study. The Company granted two weeks for the administration of the questionnaires with the staff.

On the scheduled day for the questionnaire administration with the staff of the Company, the researcher began with the staff of the Operations and Pharmaceutical departments. The questionnaires were administered to these staff during their resting period or break period. The questionnaire administration with these two departments took 2 days to complete. The subsequent 3 days also saw the administration of the questionnaires with the 15 and 19 cash officers and sales and marketing staff respectively. In the subsequent week, the questionnaires were further administered to the staff of the departments of stock and transport and the other staff in four days. The researcher was therefore able to administer all the 102 questionnaires with the sampled staff of the Company. The response rate was great due to the high level of explanation given to the staff and the Regional Manager on the importance of the study to their company and the general society.

3.9 Method of Data Analysis

The data for the study was prepared, coded and fed to the statistical software programme for social sciences (SPSS). The data was analysed using both descriptive statistical methods and inferential methods. The descriptive statistical methods employed included frequencies, percentages, measures of central tendencies (mean and standard deviation). The customer care practices of the company was analysed using descriptive statistical methods. However, the causal relationship between customer care and performance, advertisement and performance, and the mediating effect of advertisement on the relationship between customer care and performance were analysed using hierarchical multiple regression methods and the Spearman's Rank Correlation method.

3.10 Reliability and Validity of the Study

The validity of information is its relevance and appropriateness to set research question and the directness and strength of its association with the concepts under scrutiny (Jary & Jary, 1995). To ensure validity of the study, a wide range of measures and constructs were employed to reduce reliance on any one. Often scientific methods allow several items to be employed to measure a construct to enhance the validity of the study. Some unreliable items measuring the constructs were dropped and decayed based on the pretest. The opinion of lecturers and professionals or experts in the field of the customer care was sought on the appropriateness of the employed measuring items or statements in the appendix to ensure validity.

The study methods ensured reliable data in obtaining the required knowledge; that is data is dependable, trustworthy, unflinching, sure, authentic, genuine and reputable (Keith,

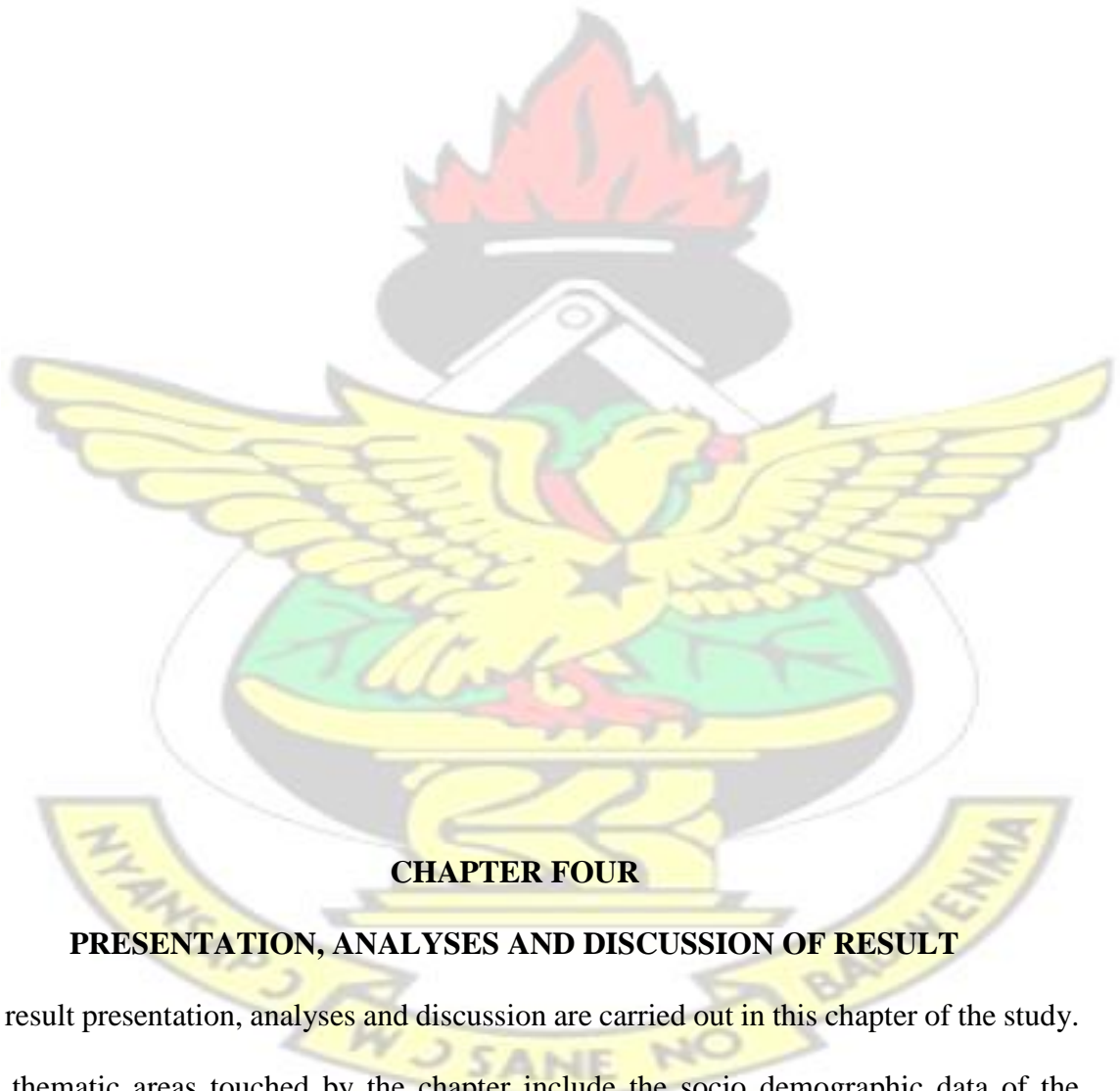
Devika, & Torczon, 2001). To achieve this, the internal consistency of the constructs or items of the study were determined using scientific analytical means such the Cronbach Apha. Indicators of reliability include proximity to events, (whether the writer was a participant or observer) likely impartiality, and whether, as the police say, the record was really contemporaneous or an eventide reflection on the day's events. The researcher tried to enhance the reliability of the data through active participation in the administration of the questionnaires which enabled him to provide the needed clarification to the respondents.

3.11 Ethical Consideration

The researcher began the study by sending an authorization letter to the branch manager of the Asafo branch of the Tobinco Pharmaceutical Limited to request for the permission to conduct the research with their prestigious company. The researcher further sent letters to the various department of the company to request for their assistance in the academic research. The purpose and significance of the academic research to the company, the academic world and to the general society was allayed to the authorities of the company. The sampled staff were further informed that they have the prerogative right to opt out of the study or refuse to give information they regarded too personal. The staff were also informed that their anonymity will be preserved since their names and sensitive data will not be included in the study. It was explained to the respondents that the study is purely meant to satisfy an academic requirement and not for any other reason.

The scientific honesty of the study was also held supreme in essence that the researcher avoided the manipulation or falsification of data in order to maintain the quality of the research result.

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CHAPTER FOUR

PRESENTATION, ANALYSES AND DISCUSSION OF RESULT

The result presentation, analyses and discussion are carried out in this chapter of the study.

The thematic areas touched by the chapter include the socio demographic data of the respondents, customer care practices, advertising practices and performances of the Pharmaceutical firms. The causal relationships between customer care, advertising

practices and performances were also examined in this chapter. The chapter further tests the mediation effect of customer care in the relationship between advertising practices and performance.

4.1 Socio Demographic Characteristics of Respondents

The socio demographic characteristic distribution of the surveyed respondents is shown in Table 4.1. The Key demographic variables included in the section include age, gender, marital status, educational qualification, employment type, and working experience in the Pharmaceutical industry.

Table 4.1: Socio demographic data

Socio Demographics	N	%
Age		
18-29	43	43.4
30-41	37	37.4
42-53	19	19.2
Total	99	100.0
Gender		
Male	53	53.5
Female	46	46.5
Total	99	100.0

Marital status		
Single	45	45.5
Married	47	47.5
Divorced	7	7.1
Total	99	100.0
Qualification (Highest)		
Elementary	1	1.0
Secondary	24	24.2
Tertiary	56	56.6
Post-graduate	18	18.2
Total	99	100.0
Type of employment		
Permanent	72	72.7
Temporal	14	14.1
Casual	13	13.1
Total	99	100.0
Working experience		
< 2 years	35	35.4
2-5 years	34	34.3
6-9 years	19	19.2
> 9 years	11	11.1
Total	99	100.0

Source: Field Survey, 2016

The result of the Table 4.1 shows that the age distribution of the surveyed respondents indicated that 43.4% were between 18 and 29 years, 37.4% were between 30 and 41 years, and 19.2% were also between 42 and 53 years. The majority (53.5%) of the surveyed respondents of the study were males whereas 46.5% were females. The result of the study further showed that 45.5% were single, 47.5% were married and 7.1% were divorced. The result of the Table 4.1 shows that the majority (56.6%) of the surveyed respondents have highest educational qualification of tertiary whereas 18.2% have also attained post-graduate level of education. However, 1.0% and 24.2% of the surveyed respondents also

have highest educational level of elementary and secondary respectively. The majority of the surveyed respondents were permanent workers in the pharmaceutical industry whereas 14.1% were temporal workers and 13.1% were only casual workers. The result of the Table 4.1 shows that 35.4% have less than 2 years of working experience in the Pharmaceutical industry, 34.3% have 2 to 5 years of experience, 19.2% have 6 to 9 years of working experience and 11.1% have more than 9 years of working experience in the Pharmaceutical industry.

4.2 Advertisement Practices

The advertising practices of the surveyed Pharmaceutical firms are discussed in this section of the study. The section examines the advertising strategies of the firms, rate of application of the advertising strategies and the advertising tools applied. The result of the section is presented in Table 4.2.

Table 4.2: Advertising Practices

	N	%
Form of advertisement strategy		
Help-Seeking		
Ad	36	36.7
Reminder Ad	35	35.7
Product Claim Ad	24	24.5
Others	3	3.1
Total	98	100.0
Rate of advertising tool application		
Seldom	17	17.4

Occasionally	15	15.3
Frequently	66	67.3
Total	98	100.0
Advertising tool of the company Radios		
	30	30.6
Television	37	35.7
Newspapers	11	11.2
Social Networks/Internet	20	20.4
Total	98	100.0

Source: Field Survey, 2016

The result of the Table 4.2 shows that the form of advertisement perceived to be employed by the Pharmaceutical industry by 36.7% of the respondents was help-seeking advertising strategy. Morgan (2007) and Connors (2009) indicates that the help seeking method of advertisement informs customers about a medical condition and encourages patients to contact their physicians but rarely mentions any specific product for the customer. Furthermore, 35.7% and 24.5% of the surveyed respondents also perceived the Pharmaceutical firms to employ reminder advertisement and product advertisement respectively. The reminder advertising strategy is a form of strategy that provides information about strength, dosage form, or price, but it does not mention the indication or make any claims (Morgan, 2007; Connors, 2009). However, the product advertising strategy mentions the product and its efficacy or safety claims (Connors, 2009). The Pharmaceutical firms are perceived by the majority (67.3%) of the respondents to apply these advertising strategies frequently whereas 15.3% also perceived it to be applied occasionally. However, 17.4% of the respondents also perceived the mentioned advertising strategies to be seldom applied. With regards to the advertising tools employed by the pharmaceutical firms, 30.6% of the respondents perceived it to be more of radio, 35.7%

perceived it to more of television, 11.2% perceived to be more of newspapers and 20.4% also perceived it to be more of social network or internet. Kotler and Armstrong (2010) also indicate that some key advertisement tools employed varying spheres of the Ghanaian sector were TV, Audio media (radio) and the internet.

4.2.1 Reasons for advertisement

In this section of the study, the respondents were presented with a list of 5 reasons predominantly reviewed in the available literature as behind the advertising programmes of the Pharmaceutical industry to indicate their level of agreement to them as also reasons for their firms advertising practices. The non-parametric test result and the descriptive result of the responses are shown in Table 4.3.

Table 4.3: Reasons for the advertisement of the Pharmaceutical industry

Reasons	Mean	SD	Mean Rank	Rank
Introduce new products/services to customers	3.94	.86	3.11	1 st
Influence customer's perception of quality of products	3.92	.84	3.07	2 nd
Build good brand image	3.88	.87	3.02	3 rd
Avail alternative products to customers	3.87	.82	2.98	4 th
Inform & educate customers	3.81	.84	2.83	5 th

Source: Field Survey, 2016

The result of the Table 4.3 shows that the surveyed respondents fairly agreed to the introduction of new products or services to customers as a key reason for the advertising programmes of the Pharmaceutical firms. This reason was also ranked first by the Kendall's rank test. The surveyed respondents also fairly agreed to the influence of customer's perception of quality of products, building good brand image, availing alternative products to customers and informing and educating customers as reasons for the

advertising programmes of the Pharmaceutical firms. These given reasons are consistent with the existing literature. For instance, Kotler and Keller (2012) indicate that advertisement outlines open things and organizations, modifies false impressions and creates the clear image of the company.

Table 4.4: Test Statistics of the reasons for advertisement

N	99
Kendall's W ^a	.659
Chi-Square	163.657
Df	4
Asymp. Sig.	.000

a. Kendall's Coefficient of Concordance Source:
Field Survey, 2016

The Kendall's Chi-square result of the Table 4.4 provides adequate evidence to indicate that the surveyed respondents unanimously agreed to the listed factors of the Table 4.3 as reasons behind the advertising programmes of the Pharmaceutical firms. The level of agreement among the respondents as indicated by the Kendall's Coefficient of Concordance was approximately 66%.

4.3 Customer Care Practices

This section of the study examines the customer care practices of the Pharmaceutical firms in the studied area. The result of the section is presented in Table 4.5.

Table 4.5: Customer care practices of the Pharmaceutical industry

	N	Min	Max	Mean	SD
Reliability	99	2.33	5.00	3.46	.54

Responsive	99	2.25	5.00	3.48	.64
Assurance	99	1.67	5.00	3.10	.76
Empathy	99	2.00	5.00	3.53	.66
Product/Service quality	99	1.80	5.00	3.46	.80
Valid N (listwise)	99				

Source: Field Survey, 2016

The result of the Table 4.5 shows that the surveyed respondents agreed to the high empathetic customer care practices of the Pharmaceutical firms in the studied area as indicated by the mean response value of 3.53. The result of the Table 4.5 also shows that the surveyed respondents fairly agreed that the Pharmaceutical firms produced moderate level of reliable, responsive, assurance and product or service quality as indicated by the approximate mean response value of 3.0. These findings are consistent with past studies. Stockton (2000) reiterates that success of companies is determined by quick response to customer complaints and problems. Additionally, contentions have been made that quality gives a premise to setting up and keeping in the competitive market (Porter, 2007). As part of the speed of the service delivery to customers, the staff of service providers are required to tell customers exactly the time of delivery, promptness of delivery, willingness to helps customers and many others (Siew-Phaik, Taiwo, Salim & Downe, 2011).

4.4 Performance

The performance of the studied Pharmaceutical firms relative to their competitors for the past three years is examined in this section of the study. The key performance areas examined in the section were operational and financial performances of the firms. The result of the section is descriptively presented in Table 4.6.

Pharmaceutical firms performed better than their competitors in the past three years in terms of the consistency in meeting the needs of customers. The other areas the surveyed Pharmaceutical firms performed better than their competitors in the past three years include the extent of variety in products or services offered to customers, the nature of product or service support to customers, resource utilisation (e.g. human skills, time), cost of production/operation, the time it takes to introduce new products/service offerings, the extent of product returns/service failure, the ability to handle varied customer/market needs, the extent of satisfaction of customers with service/products, the number of customers acquired and the number of customers that engage in repeated purchases as indicated by the mean response value of approximately 4.0.

The result of the Table 4.5 further shows that the Pharmaceutical firms performed better financially than their competitors in the past three years as indicated by the overall mean response value of 3.85. The surveyed respondents indicated that the Pharmaceutical firms performed better than their competitors in the past three years in terms of sales volumes as indicated by the mean response value of 3.85. The other financial areas the surveyed Pharmaceutical firms performed better than their competitors in the past three years were profit levels, growth in sales, growth in profitability, return on investment (ROI), return on sales (ROS), market share, growth in ROI, growth in ROS and growth in market share as indicated by the mean response value of approximately 4.0.

4.5 Effect of advertisement on the performance of Tobinco Pharmaceutical Limited

This section of the study examines the relationship between the advertising practices of the Pharmaceutical firms and performance. The two models exhibit good fit of the data. The

R² values indicate that predictors of the two models well explain the outcome variables. The significance of the F-statistics and approximate value of Durbin-Watson of 2.00 provides additional evidence of the good-fit of the model. The regression result of the two models is presented in Table 4.7.

Table 4.7: Relationship between Advertisement and Performance

	Standardized Estimates	
	Model 1 OP	Model 2 FP
(Constant)	2.478(8.518) ^{***}	2.706(11.331) ^{***}
Advertisement	.378(4.024) ^{***}	.441(4.843) ^{***}
R	.378	.441
R ²	.143	.195
Adjusted R ²	.134	.186
F-statistics	16.192 ^{***}	23.453 ^{***}
Durbin-Watson	1.627	2.053

Note: OP: Operational Performance; FP: Financial Performance
^{***}, ^{**} & ^{*} indicates significance at 1%, 5% & 10% respectively

Source: Field Survey, 2016

The result of model 1 of the Table 4.7 shows that there is positive relationship of .378 between the advertising practices of the Pharmaceutical firms and operational performances ($\beta=.378$, $p<.01$). This therefore implies that any significant unit improvement in the advertising practices of the Pharmaceutical firms is associated with .378 unit improvement in the operational performances of the firms. This result is consistent with the result of Kim, Chung and Lee (2011) that also showed that there is positive relationship between advertisement and operational performance of firms.

The result of the model 2 of the Table 4.7 shows that there is positive relationship of .441 between the advertising practices of the Pharmaceutical firms and the financial performances of the firms ($\beta=.441$, $p<.01$). This result indicates that any significant unit improvement in the advertising practices of the Pharmaceutical firms is associated with .441 unit increases in the financial performances of the firms. This finding is also consistent with the result of Korgaonkar et al. (2004), Denning (2006) and Nelson (2004) that reported positive relationship between the advertising practices of firms and financial performances.

4.6 Effect of Advertisement on Customer Care of Tobinco Pharmaceutical Limited

The model of the Table 4.8 exhibits good fit to the data. The R² value of .565 shows that 56.5% of the variations in the outcome variable are explained by the predictors of the model. The significance of the F-Statistic and the Durbin-Watson value of approximately 2.0 provide additional evidence of the good-fit of the model. The full regression result is presented in Table 4.8.

Table 4.8: Relationship between advertisement and customer care
Standardized Estimates

	Customer Care
(Constant)	2.698(8.832) ^{***}
Advertisement	.232(2.350) ^{***}
R	.715
R ²	.565
Adjusted R ²	.550
F-statistics	34.696 (185) ^{***}
Durbin-Watson	1.984

Note: ^{***}, ^{**} & ^{*} indicates significance at 1%, 5% & 10% respectively

Source: Field Survey, 2016

The regression result of the Table 4.8 shows that there is positive relationship of .232 between the advertising practices of the Pharmaceutical firms and the customer care practices ($\beta=.232$, $p<.01$). This therefore implies that any significant unit improvement in the advertising practice of the Pharmaceutical firms is associated with .232 unit improvement in the customer care practices of the firms. This result is consistent with the findings of Abiodun (2011), Hong-Youl, Joby and Siva (2011), Rahmani and Mojaveri (2012) and Zafar and Rafique (2015) who have all reported positive relationship between advertising practices of firms and customer care. Abiodun (2011) reported that advertising modes like television, newspaper, radio and billboards influences consumer's perception of the customer care practices of firm in the service industry and further influence sales volumes.

4.7 Effect of Customer Care on the Performance of Tobinco Pharmaceutical Limited

The diagnostic result of the model 1 and model 2 of the Table 4.9 provides evidence to support the good-fit of the two models. The R^2 values of the two models provide evidence to indicate that the predictors well explain the outcome variables of the models. The F-statistics and the Durbin-Watson result provide adequate evidence of the good-fit of the models. The variance inflation factors of the model were also below the threshold of 10. The regression result of the two models is presented in Table 4.9.

Table 4.9: Relationship between customer care and performance

	Standardized Estimates		
	Model 1 OP	Model 2 FP	VIF
Constant	1.241(4.115)***	3.591(11.173)***	
Reliability	.215(2.134)**	.027(.210)	1.688
Responsive	.025(.221)	.017(.123)	2.092
Assurance	.041(.388)	.355(2.641)**	1.901
Empathetic	.349(3.854)***	.311(2.728)***	1.363
Product/Service quality	.224(2.121)**	.145(1.088)	1.864
R	.664	.538	
R ²	.441	.314	
Adjusted R ²	.411	.307	
F-statistics	14.692***	2.402**	
Durbin-Watson	1.987	1.987	

Note: OP: Operational Performance; FP: Financial Performance
 ***, ** & * indicates significance at 1%, 5% & 10% respectively

Source: Field Survey, 2016

The regression result of the model 1 of the Table 4.9 shows that there is positive relationship of .215 between the reliability customer care practices of the Pharmaceutical firms and operational performances ($\beta=.215$, $p<.05$). This therefore indicates that any significant unit improvement in the reliability practices of the Pharmaceutical firms is associated with .215 unit improvement in the operational performances of the firms. This result is consistent with study of Angelova and Zekiri (2011) and Sivesan (2012) that revealed that there is positive relationship between the reliability of the customer care practices of firms in the service industry and performances. The empathetic customer care practices of the Pharmaceutical firms also positively influence the operational performances of the firms ($\beta=.349$, $p<.01$). This therefore implies that any significant unit improvement in the

empathetic practices of the Pharmaceutical firms is associated with .349 unit improvement in the operational performances of the firms. The result of the model 1 of the Table 4.9 further shows that there is positive relationship of .224 between product or service quality of the Pharmaceutical firms and operational performances ($\beta=.224$, $p<.05$). This result therefore indicates that any significant unit improvement in the empathetic practices of the Pharmaceutical firms is associated with .224 unit improvement in the operational performances of the firms.

The result of the model 2 of the Table 4.9 shows that there is positive relationship of .355 between the assurance customer care practices of the Pharmaceutical firms and financial performances ($\beta=.355$, $p<.05$). This therefore indicates that any significant unit improvement in the assurance practices of the Pharmaceutical firms is associated with .355 unit improvement in the financial performances of the firms. This result of the study is consistent with the study result of Al-Hawari and Ward (2006) that showed that there is positive relationship between assurance practices and performance of firms in the service industry. The result of the model 2 of the Table 4.9 further shows that there is positive relationship of .311 between the empathetic customer care practices of the Pharmaceutical firms and financial performances ($\beta=.311$, $p<.01$). This therefore indicates that any significant unit improvement in the empathetic customer care practices of the Pharmaceutical firms is associated with .311 unit increases in the financial performance of the firms. This result therefore provides support for the numerous studies that have reiterated the positive relationship between customer care and performances (Cho & Pucik, 2005; Sakwa & Oloko, 2014; Talib & Mohd Ali, 2015; Gyamfi-Ababio & Yamoah, 2016).

4.8 Mediating Effect of Customer Care on the Relationship between Advertisement and the Performance

The hierarchical regression results of the Table 4.10 shows that the diagnostic result provides evidence of the good-fit of the models. The R² result of the model 2 for instance indicates that 45.6% of the changes in the outcome variable (Operational Performance) of the model 2 are explained by the predictors of the model. In a similar manner, the R² result of the model 3 indicates that 20.6% of the changes in the outcome variable (Financial Performance) are attributed to the predictors of the model. The result of the Durbin-Watson test of approximately 2.0 provides evidence of the absence of autocorrelation in the models. The variance inflation factors of the predictors of the model of less than the required threshold of 10 provides adequate evidence of the absence of multicollinearity in the models. The hierarchical result of all the models is presented in

Table 4.10.

Table 4.10: Regression result of the Relationship between Advertisement, Customer care and Performance

	Unstandardized Estimates				
	Customer Care Model 1	OP Model 2	VIF	FP Model 3	VIF
Constant	2.698(8.832) ^{***}	.926(2.957) ^{***}		2.951(9.212) ^{***}	
Advertisement	.182(2.350) ^{**}	.192(3.162) ^{***}	1.057	.310(4.983) ^{***}	1.057
Customer Care		.575(7.430) ^{***}	1.057	.091(1.143)	1.057
R	.232	.675		.453	
R ²	.054	.456		.206	
Adjusted R ²	.044	.445		.189	
F-statistics	5.524 ^{**}	40.219 ^{***}		12.417 ^{***}	
Durbin-Watson	1.967	1.723		2.015 ^{***}	

Note: OP: Operational Performance; FP: Financial Performance
 ***, ** & * indicates significance at 1%, 5% & 10% respectively

Source: Field Survey, 2016

Table 4.11: Mediation analysis: (direct and indirect effects assessment)

Path	Unstandardized β s			Sobel test statistic	Form of mediation
	Direct effect (D)	Indirect effect (I)	Total effect (D+I)		
AD \rightarrow CC \rightarrow OP	.192	.182*.575 = .105	.297	2.22**	Partial
AD \rightarrow CC \rightarrow FP	.310	.182*.091 = .017	.327	1.03	No mediation

Note: † mediation significant at 1%; AD= Advertisement; CC = Customer Care; OP= Operational Performance FP= Financial Performance . Note: OP: Operational Performance; FP: Financial Performance
 ***, ** & * indicates significance at 1%, 5% & 10% respectively

Source: Field Survey, 2016

The result of the model 1 of Table 4.10 shows that there is positive relationship of .182 between the advertising practices of the Pharmaceutical firms and customer care ($\beta=.182$, $p<.01$). This therefore indicates that any significant unit improvement in the customer care practices of the Pharmaceutical firms is associated with .182-unit improvement in the customer care practices of the firms.

The result of the model 2 of the Table 4.10 shows that there is positive relationship of .192 between the advertising practices of the Pharmaceutical firms and operational performances of the firms ($\beta=.192$, $p<.01$). This therefore implies that any significant unit improvement in the advertising practices of the Pharmaceutical firms is associated with .192-unit improvement in the customer care practices of the firms. the result of the model 2 further shows that there is positive relationship of .575 between the customer care practices of the Pharmaceutical firms and operational performances of the firms ($\beta=.575$, $p<.01$).

The result of the model 3 of the Table 4.10 shows that there is positive relationship of .310 between the advertising practices of the Pharmaceutical firms and financial performances ($\beta=.310$, $p<.01$). This therefore indicates that any significant unit improvement in the advertising practices of the Pharmaceutical firms is associated with .310unit improvement in the financial performances of the Pharmaceutical firms.

The result of the Table 4.11 shows that the indirect effect of the relationship between advertisements (AD) and operational performances (OP) of .105 is lesser than the direct effect of .192. This situation therefore provides adequate evidence of the partial mediation effect of customer care in the relationship between the advertising practices of the Pharmaceutical firms and operational performances. This partial mediation effect was further revealed to be significant at 5% through the Sobel's test. The generated total effect of the relationship between the advertising practices of the Pharmaceutical firms and operational performances mediated by customer care was .297. This result is consistent with study of Alyssa (2006), Ramayah, Samat and May-Chiun (2011) and Dae-Yul, Sung-Min and Dong-Ju (2014) who also indicated that the customer care practices of firms mediates the relationship between the advertising practice of the firms and performances. Therefore the study seeks to define partial mediation which maintains that the mediating variables account for some, but not all, of the relationship between the independent variables and dependent variables. Partial mediation implies that there is not only a significant relationship between mediator and dependent variable, but also some direct relationship between the independent and dependent variables

The conclusion of this result as partial mediation is drawn from the study of Tofighi and Mackinnon (2015) that revealed partial mediation is reached when the indirect of effect of a relationship is lesser than the direct effect of the relationship.

The result of the Table 4.11 shows that the indirect effect of the relationship between advertisements (AD) and financial performances (FP) of .017 is lesser than the direct effect of .310. However, this relationship does not meet the mediation condition of positive and significance of the two indirect paths and hence the conclusion is no mediation. There is therefore indicates that customer care does not mediate relationship between advertisement and financial performances of **the pharmaceutical firms** **CHAPTER FIVE**

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter of the study summarizes the salient findings of the study, conclude and make applicable recommendations for managers and other executives of the Pharmaceutical industry.

5.1 Summary of Findings

The crucial revelations of the study on the basis of the defined research questions are summarized in sub-sections below.

5.1.1 Effect of Advertisement on the Performance of Tobinco Pharmaceutical

Limited

The study revealed that there is positive effect of the advertising practices of the Tobinco Pharmaceutical Limited on both operational and financial performances. Evidently, the

magnitude of the effect of advertisement on financial performance was relatively higher than operational performances.

5.1.2 Effect of Advertisement on Customer Care of Tobinco Pharmaceutical Limited

The advertising strategies employed by the Pharmaceutical firm were help-seeking advertisement, reminder advertisement, and product claim advertisement. The key advertising instruments employed by the firm were radio, television, newspapers and the internet. The study revealed positive relationship between the advertising practices of the Tobinco Pharmaceutical Limited and the customer care practices of the firm. The magnitude of the relationship between the constructs was .232.

5.1.3 Effect of Customer Care on the Performance of Tobinco Pharmaceutical Limited

Customer care practices of the Tobinco Pharmaceutical Limited in terms of reliability, empathetic and product or service quality practices were found to positively influence the operational performance of the firm. The customer care practices of Tobinco Pharmaceutical Limited in terms of assurance and empathetic practices also positively influenced the financial performance of the firm.

5.1.4 Mediating Effect of Customer Care on the Relationship between Advertisement and the Performance of Tobinco Pharmaceutical Limited

The customer care practices of the Tobinco Pharmaceutical Limited were found to partially mediate the relationship between the advertising practices of the firm and operational performances. This mediation effect was further found to be significant.

The customer care practices of the Tobinco Pharmaceutical Limited were also found to partially mediate the relationship between the advertising practices of the firm and financial performances. However, this mediation effect was found to be not significant.

5.2 Conclusion

Firms of the various sectors of the Ghanaian economy including those in the manufacturing sector, the service sector and others have for many years resorted to advertisement as means of introducing new products or services to customers, influencing customer's perception of the quality of products, building good brand image, availing alternative products to customers and informing and educating customers on their products and the general market. In the context of Tobinco Pharmaceutical Limited, the help-seeking, reminder and product claim advertising strategies are equally used frequently to achieve these results. The advertising instruments employed by the Pharmaceutical firm were radio, television, newspapers and the social network or the internet. These advertising methods are employed to allay to the general public the reliable, responsive, assurance, and empathetic customer care practices of the firm. These practices are therefore perceived to have effectively resulted to higher level of operational and financial performances of the firm.

The empirical result of the study provides adequate evidence to support theory and the developed conceptual framework. The advertising activities of the Pharmaceutical firm were found to positively influence both operational and financial performances. The Pharmaceutical firms advertising programmes also positively influenced the customer care activities of the firm. The customer care practices of the Pharmaceutical firm likewise positively affected the operational and financial performances of the firms. Furthermore,

there was empirical evidence to support the mediating effect of customer care on the relationship between the advertising activities of the firms and operational performances. This therefore implies that the Pharmaceutical firms that desire higher level of operational performances are required to pay much attention to their customer care practices.

5.3 Recommendations

This section of the study suggests numerous possible managerial policies that can be implemented to ensure higher level operational and financial performances.

5.3.1 Improvement in the Customer Care Practices of the Pharmaceutical Firms

The study revealed positive relationship between the customer care practices of the Pharmaceutical firm and performances. The reliability, empathetic and product quality customer care practices of the firm were found positively influence operational performances. The assurance and empathetic customer care practices of the firm were also found to positively influence the financial performance of the Pharmaceutical firms.

On the basis of these findings, attempts to improve the customer care practices of the Pharmaceutical firms by attending to complaints immediately, providing product or service in promised time, resolving customer challenges in time, making available and accessible the customer care center all the time, and further demonstrating concerns for customers. These reliability and empathetic customer care practices would stimulate the performance of the Pharmaceutical firms.

5.3.2 Higher Level of Advertisement

The study revealed positive relationship between the advertising practices of the Pharmaceutical firm and both operational and financial performances. Therefore there is the need for Pharmaceutical firms to invest in both old and modern instruments of advertisement. The modern society has come to embrace social network and internet as a key source of information on all spheres of life. Therefore the Pharmaceutical firms can vigorously advertise their products and services on some modern social networks like WHASAPP, IMO, viber, Facebook, instagram, and twitter in addition to old methods like television and radio. These mediums could provide the platform for the firms to reveal to the general public their available customer care practices. The effectiveness of these activities would positively affect both the operational and financial performance of the Pharmaceutical firms.

5.3.3 Training of Staff

The customer care practices of the pharmaceutical firm were found to positively influence advertisement and performances. Based on this result it is imperative for the company to effectively train the staff and further enhance their ability to respond quickly to the needs of customers. The training programmes can be carried out through seminars and workshops on customer complaints and measures to resolve customer complaints.

5.3.4 Technologically Equipping Staff

The customer care practices of the pharmaceutical firm were found to positively influence advertisement and performances. Based on this result it is imperative for the company to technologically equip the staff to speed up staff response to customer needs. Better

technological innovation could also enhance the assurance or security level of the products or services rendered to the customers.

5.4 Suggested Areas for Further Studies

The study findings were limited in terms of their generalization to the entire population in Ghana. This is attributed to the focus on only Tobinco Pharmaceutical Limited. Therefore further studies are suggested to employ a wider scope by including other Pharmaceutical firms nationwide to enhance the generalizability of the result. Moreover, the current study focused on the Pharmaceutical industry and hence further studies could also study the banking, telecom, and the other sectors of the economy. The current study also looked at the mediating effect of customer care on the relationship between advertisement and performances and hence other studies could also look into the key moderators in the relationship.

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APPENDIX

KWAME NKRUMAH UNIVERSITY SCIENCE AND TECHNOLOGY, KUMASI

SCHOOL OF BUSINESS ADMINISTRATION

DEPARTMENT OF MARKETING AND CORPORATE STRATEGY

QUESTIONNAIRE

EMPLOYEES/STAFF

Dear Respondent,

Please read this short survey about the investigation into the impact of advertisement on organizational performance in the Pharmaceutical Industry, the mediating effect of

customer care. Read each question carefully before responding, and then circle or tick the appropriate answer in the designated space. Please answer to the best of your ability. You are rest assured that the study is for only academic purposes; all and every information provided will therefore be treated with the needed confidentiality. Thank you for your help.

KNUST

SECTION A: SOCIO DEMOGRAPHIC CHARACTERISTICS

1. Age:

- a) 18-29 years old [] b) 30 to 41 years old [] c) 42 to 53 years old []
- d) 54 to 65 years old []

2. Gender:

- a) Male [] b) Female []

3. Marital Status:

- a) Single [] b) Married [] c) Divorced [] d) Widower/Widow []
- e) Others (Please Specify)

4. Qualification: (Highest)

- a) Elementary Level [] b) Secondary Level [] c) Tertiary Level []
- d) Graduate School Level [] e) Post graduate Level []

5. You have been in this organization for the last _____ years

6. Type of employment:

- a) Permanent Appointment [] b) Temporary Appointment []
- c) Casual Appointment []

7. Work experience in the Pharmaceutical sector:

a) ≤ 2 yrs [] b) 2–5 years [] c) 6–9 years [] d) ≥ 9 years []

SECTION B: CUSTOMER CARE PRACTICES

8. Please indicate your level of agreement to the under-listed statements with regard to the extent of customer care practices of the Pharmaceutical firm by choosing from 1

[Strongly Disagree] to 5 [Strongly Agree]. [Strongly Disagree (1), Disagree (2), Fairly Agree (3), Agree (4), & Strongly Agree (5)]

	1	2	3	4	5
Reliable Customer Care					
When service providers promise to do something by a certain time, they do so					
The service providers attend to my complaints immediately					
The staff resolves customer challenges in time					
The staff have the capacity to resolve the challenges of customers					
The customer care center is available to customers 24/7					
The customer care centers are easily accessible					
Responsive Customer Care					
I receive quickly service from customer service staffs					
The staff are always willing to help customers to resolve their challenges					
Customer service staffs always help customers immediately					
The staff are always willing to provide customers requested information					
Assured Customer Care					
I can trust customer service staffs					
I feel safe in my transactions with customer service staffs					
The Customer service staffs do their job well					
Empathetic Customer Care					
The service providers pay attention in delivering services					
The service provider explains information to me clearly					
The staff shows and demonstrates concern for customers					
Other Customer Care Practices					
Products are offered to customers at affordable price					
Products are provided to customers at convenient time					
Products are produced with the preferred features of customer					

Products of standards are produced to ensure conformity					
Products of durability are produced for customers					

SECTION C: ADVERTISEMENT

9. What form of advertising strategy is employed by the pharmaceutical firm?

- a) Help-seeking ad [] b) Reminder ad [] c) Product claim ad []

Others (Please state).....

10. How often does the pharmaceutical firm employ advertisement in the marketing of products?

- a) Almost never/very seldom [] b) Seldom [] c) Occasionally []
d) Frequently [] e) Almost always/very frequently []

11. The advertisement of the company is carried out through:

- a) Radios [] b) Televisions [] c) Newspapers [] d) Social networks/Internet []

Others (Please state).....

12. Please indicate your level of agreement to the under-listed statements with regard to the reason(s) for the pharmaceutical firm’s advertising activities by choosing from 1 [Strongly Disagree] to 5 [Strongly Agree]. [Strongly Disagree (1), Disagree (2), Fairly Agree (3), Agree (4), & Strongly Agree (5)]

REASONS FOR ADVERTISEMENT					
	1	2	3	4	5
The company advertises to inform & educate customers about products/service					
The company advertises to build good brand image					
The company advertises to introduce new products/services to customers					
The company advertises to avail alternative products to customers					

The company advertises to influence customer's perception of quality of products					
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SECTION D: FIRM PERFORMANCE

13. Using a scale of 1 – 5 [where 1=much worse; 5=much better], indicate this firm's performance in relation to that of key competitors for the past 3 years: [1-Much Worse, 2Worse, 3-Good, 4-Better, 5-Much Better]

OPERATIONAL PERFORMANCE					
	1	2	3	4	5
The extent of flexibility in production/service delivery processes					
The time it takes to serve customers					
The consistency in meeting the needs of customers					
The extent of variety in products/services offered to customers					
The nature of product/service support to customers					
Resource utilisation (e.g. human skills, time)					
Cost of production/operation					
The time it takes to introduce new products/service offerings					
The extent of product returns/service failure					
The ability to handle varied customer/market needs					
The extent of satisfaction of customers with service/products					
The number of customers acquired					
The number of customers that engage in repeated purchases					
FINANCIAL PERFORMANCE					
	1	2	3	4	5
Sales volume					
Profit levels					
Growth in sales					
Growth in profitability					
Return on investment (ROI)					
Return on sales (ROS)					
Market share					
Growth in ROI					
Growth in ROS					
Growth in market share					