

**THE EFFECT OF CUSTOMER ORIENTATION ON BUSINESS  
GROWTH AMONG EXPORTING FIRMS IN GHANA.**

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By

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# DECLARATION

I hereby declare that this submission is my work towards the Master of Science degree and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university, except where due acknowledgement has been made in the text.



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## ABSTRACT

Less research has been done on the simultaneous effects of customer orientation and customer relationship orientation on innovativeness and success in export markets, particularly in Ghana. This study looked at how customer orientation affected business growth among exporting companies in Ghana's Greater Accra area. Descriptive research was used in this study. 15 exporting businesses in the Greater Accra area were taken into account. One hundred and fifty (150) respondents were made the sample size, with ten respondents drawn from each of the fifteen exporting companies in the area. Version 26 of Statistical Package for the Social Sciences (SPSS) was employed as the statistical software for this investigation, and regression analysis was applied. The study discovers that while there was no measurable influence of customer orientation on sales turnover among exporting firms, there was a discernable footprint of customer orientation on the sales turnover of the exporting firms when firm size and type of industry were moderated. This study also shown that the Greater Accra region's exporting enterprises' return on investment is significantly impacted by client orientation alone. Accordingly, the report advises that, if they want to maximize their return on investments, all stakeholders of exporting enterprises in Ghana's Greater Accra region, regardless of their size or kind of sector, should pay close attention to client orientation. However, stakeholders should also be aware that client orientation does not, by itself, have an impact on the expansion of exporting enterprises' sales. Additionally, this study recommends that additional studies be carried on implications of customer orientation on sales and ROI of e-commerce of exporting businesses located in Ghana's other regions besides the Greater Accra region.

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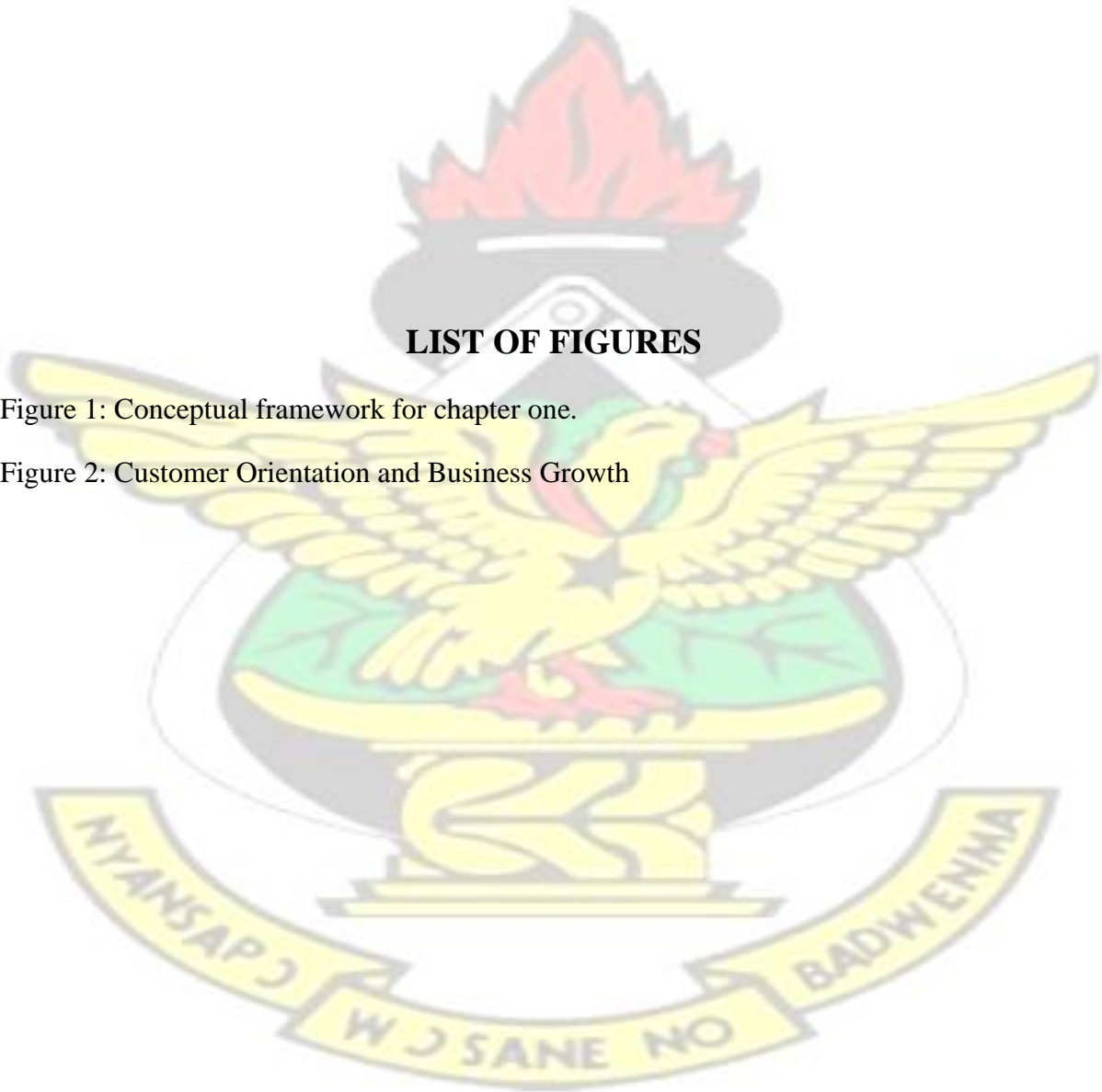
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# CHAPTER ONE: GENERAL INTRODUCTION

## 1.1 INTRODUCTION

Chapter One contains the research, background and rationale for the study.

## 1.2 Background of the Study

Customer-centricity is becoming an essential aspect of business strategies. According to Dutt (2014), return on investment increases by 2.37 percent for every 1 percent increase in customer happiness, while it decreases by 5.08 percent for every 1 percent decrease in customer satisfaction. The following list of arguments highlights the importance of client centricity: It's critical to keep customers: Only if customers are pleased with the offering and the brand experience do they come back. Customer centricity minimizes customer turnover rates by helping in keeping customers' satisfaction.

When domestic markets become saturated, companies looking for expansion are increasingly focusing on export markets. However, businesses must choose between offering alike goods and services without respect to boundaries and attempting to innovate and create new goods and services to meet the needs of customers outside local markets. The latter option necessitates a choice to concentrate on a customer-centered method and innovativeness. In fact, a business must build capabilities that add value for foreign clients by providing them with goods and services that meet their demands if it is to succeed in a global market (Lu and Beamish, 2001). For instance, a research of technical exporters reveals that companies must

simultaneously concentrate on the creation of change and on comprehending present and future client needs in order to achieve high export success.

For example, a research of technical exporters reveals that in order for firms to achieve high export performance, they must simultaneously concentrate on the creation of innovations and on comprehending present and future client wants in order to attain high export success (Hortinha et al., 2011).

Business innovation, according to (Burström et al, 2021) is the process of bringing something new into an organization, such as a new item, market strategy, method, among others, in order to stimulate the company and encourage new value and growth. If company leaders wish to innovate, they must generate (or hear) fresh ideas and then employ organizational strategies and decision-making to efficiently execute the new business ideas. A company can innovate by either improving its current products, processes, or methods or by creating brand-new ones from the on-set.

In order to stay relevant in industries that are changing quickly and stand out from the competition, company executives need to be capable of thinking creatively and incorporate innovation into their business strategies. This does not imply that being open to creativity is the sole criterion to succeed; leaders must also have a firm understanding of the steps needed in putting new ideas into operation. One method to achieve this is to work on intriguing, difficult, and innovative projects; by doing so, you will gain exposure to the skills necessary to become an innovation driver inside your company.

In addition to helping you to develop these specific skill sets, a master's degree in innovation is designed to provide you with the hands-on, practical training you need to be a successful inventor.

According to Andersén (2011), diverse circumstances could call for the deployment of particular strategic resources to achieve superior business performance. Which strategic option exporters choose to invest in is a key one, especially because successful worldwide marketing depends on these choices (Hughes et al., 2019). However, it frequently involves a blend of logical planning and intuitive improvisation as multinational entrepreneurial enterprises decide ways to successfully balance strategic orientations to gather resources (Li, 2013). (Hughes et al, 2018).

Strategic orientations that enable the detecting of opportunities with reference to target markets are essential to effectively identifying and capitalising on global prospects (Navarro et al., 2010). Success for businesses experiencing rapid expansion entails having a deep grasp of what customers need based on their contacts with your brand historically, their unique issues, and how they ultimately make a purchase from you. In order to use these insights at the appropriate point in the customer experience, it will also be necessary to make large investments in technology and personnel with the necessary digital capabilities. Meenakshi (2021) claims that the COVID-19 epidemic has brought attention to the value of the customer experience in today's hyper connected environment. Future development and innovation in the UK business community will be driven by entrepreneurs and business owners who are best positioned to provide novel ways and engage more deeply with their consumers.



When customer orientation and customer relationship orientation are coupled, a strong customer-centric vision of marketing plan has been proposed that strives to "make the most use of customer information to better manage customer value and firm profitability" (Aksoy et al., 2008). Consumer and market orientation, which considers customer preferences while creating value, is where customer-centric marketing approaches got their start (Sheth et al., 2000). This is essential because customer orientation enables companies operating in global markets to effectively enter new markets (Park et al., 2017). Information about consumers and the market may be essential for formulating an international marketing strategy because it enables companies to choose whether to standardize or tailor their international marketing strategies (Boso et al., 2012).

Due to its antecedents and performance results, making decision about marketing mix standardization versus adoption in global marketplaces has been a hot topic of discussion (Theodosiou and Leonidou, 2003).

This study's singular focus is on recognizing and meeting customer requirements, though, perhaps not sufficient. Businesses can instead focus on the customs, values, and interests that aid in building enduring bonds with their customers. Customer connection orientation is the term for such a strategic focus on a company's relationships (Jayachandran et al., 2005).

According to recent research, interactions between buyers and sellers are the most beneficial source of customer knowledge that businesses may use to inform their decisions (Tseng and Wu, 2014; Salojärvi et al., 2015).

Furthermore, this study argues that the performance effects of customer-centric strategies can only completely unfold in conjunction with conditions like innovativeness. The literature claims that customer relationships encourage concepts that may later assist in the development and decision-making of product innovations, which are viewed as necessary to enjoy improved business performance, mostly among export firms in highly competitive international markets (Salojärvi et al., 2015). Innovativeness, together with market orientation, is one of the primary strategic orientations in the marketing literature. Despite the fact that customer orientation is frequently considered to be a driver of innovation (Wang et al., 2016), past research has yielded conflicting results regarding the extent of a substantial correlation between consumer orientation and innovativeness (Tajeddini, 2010).

### **1.3 Problem Statement**

Less research has been done on how innovation and success in export markets, particularly in Ghana, are affected concurrently by customer orientation and customer relationship orientation. This study aims to determine whether a focus on customer relationships along with customer orientation encourages innovation, which in turn boosts growth among exporters in Ghana. It is uncertain or has not been consistently shown in prior empirical studies how customer orientation or customer relationship orientation affects performance and innovation (Noble et al., 2002). Consequently, there are various ways in which our study adds to the body of literature. First, it offers proof of how exporters in Ghana's customer-oriented sector build their businesses. For export companies, the most important decision to

make is whether it will benefit them to adopt a customer-centric strategy and how that will affect their ability to expand.

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## **1.4 Objectives of the Study**

The main objective of the research was to examine the effect of customer orientation on business growth among export firms, with the following specific aims:

To examine the effect of customer orientation on sales turnover among exporting firms in Ghana.

To examine the effect of customer orientation on the return on investments among exporting firms in Ghana.

To examine the moderating effect of firm size and type of Industry on the effects of customer orientation on sales turnover among exporting firms in Ghana.

To examine the moderating effect of firm size and type of Industry on the effects of customer orientation on the return on investment among exporting firms in Ghana.

## **1.5 Research Questions**

The research pursued response to the following questions:

What is the effect of customer orientation on sales turnover among exporting firms in Ghana?

What is the effect of customer orientation on the return on investments among exporting firms in Ghana?

What is the moderating effect of firm size and type of Industry on the effects of customer orientation on sales turnover among exporting firms in Ghana?

What is the moderating effect of firm size and type of Industry on the effects of customer orientation on the return on investment among exporting firms in Ghana?

### **1.6 Significance of the Study**

This study used Customer-centric strategy to explore the various ways exporting firms perform better on the international market. The study would assist exporting enterprises to reach more consumers and businesses. Your ability to profit from possibilities to expand your business internationally may be limited if you solely conduct business in this country. The study would also act as a reference for many international bodies, other nations, and educational research agencies who plan to undertake related research to link it to existing literature. It would also facilitate and enable evaluative research and ensure that there has been no transition or progress, or decline in the customer-centric strategies needed for exporting companies. Government and policymakers would use the results of this study to recognize as a matter of great concern various ways exporting firms can perform well internationally. The results of this study would consequently serve as the basis for policymakers to devise appropriate strategic policies to ensure an effective and efficient way of assisting and promoting exporting firms as it would have a positive effect on employing more workers to reduce the unemployment burden in the economy.



## **1.7 Scope of the Study**

The research used the views of managers and other senior staffs each from over 10 exporting firms in the Greater Accra region specifically Accra. The study was committed to acquiring knowledge about the customer orientation and customer relationship orientation among exporting firms in Accra.

## **1.8 Overview of Research Methodology**

Descriptive research design was used. The study considered 15 exporting firms within the Greater Accra region. Two hundred and forty (240) respondents were the population size used in the study. However, based on the Slovin's formula, the sample size was 150 respondents with 10 respondents from each of the 15 exporting firms in the region. The gathered information was sorted, labelled, and tabulated for convenience of analysis.

Statistical method from the Statistical Package for the Social Sciences was used to produce the analysis based on study questions and objectives. Descriptive statistics made up the bulk of the data analysis. Included were percentages, means, standard deviations, and rate of recurrence.

## **1.9 Limitation of the Study**

Although there were many exporting firms many exporting firms in other regions in Ghana, this study is limited to only the greater Accra region. Also, there was lack of cooperation between some of the managers and senior staffs of the exporting firms in the study. Some

respondents were also foreseen to conceal certain details from the researcher only because they feared their vulnerabilities were revealed. The respondents were made to understand how the ethical considerations of this study and were later convinced to give out all the required information needed for the study. Also, other respondents were very busy with their schedules as they hardly found time to answer the questionnaires but with persuasion and determination, all the questionnaires were responded to.

### **1.10 Structure of the Study**

The project was divided into five (5) chapters for the accurate presentation of the work. The first chapter introduced the context of the study, the problem statement, the research goals, research concerns, study method and the value of the analysis, and the study's limitations. Chapter Two discussed the literature and divided it into appropriate sub-topics. Chapter Three discussed the methodology employed, which involved the study, population and sample testing design as well as the instruments used in collection of data and examination procedure. The interpretation and presentation of the results of the research were covered under Chapter Four. The findings of the questionnaires, interviews and analysis of the table are presented and explained by the use of table and figures. Chapter Five dealt with the discussions of the findings of the study. Lastly, Chapter Six dealt with the summary, conclusions, recommendations and suggestions of the study.

### **1.11 Summary of the Chapter**

This chapter addresses the background of the research and also shown the main motivation for this study in the problem statement. Then the research objectives were also shown and

four (4) specific objectives were clearly stated. Research questions were identified and the study then shown the government, exporting firms and intellectuals would benefits greatly from the research.

The scope of this study is limited to 15 exporting firms found in the Greater Accra region.

The study then shown that this study is a descriptive research with 150 sampled respondents.

Then SPSS version 23 would be the software used to analyze the various percentiles, mean, standard deviations among others of the study. The structure of this study was shown as it would be in five (5) chapters.

## CONCEPTUAL FRAME WORK

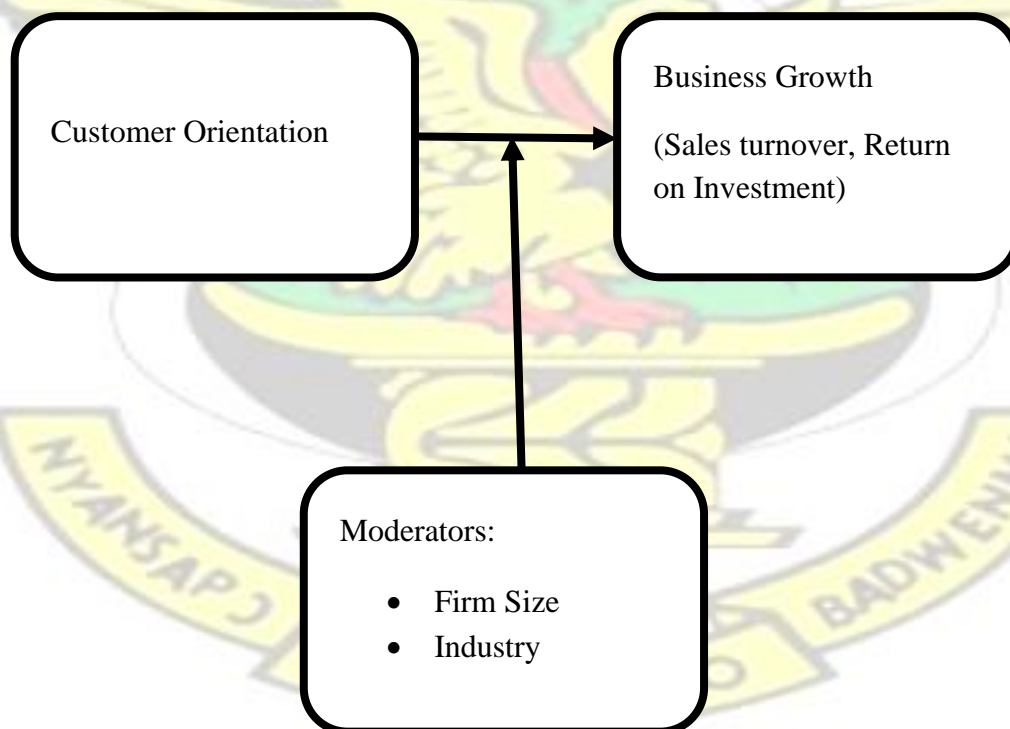


Fig. 1 – conceptual framework for chapter one

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter, the literature review of the study is presented. The first part covers the conceptual review. The second part covers relevant literature. The third part presents the empirical literature in relation to research objective. The final part covers conceptual framework and summary of chapter.

#### **2.2 Conceptual Review**

This section of the literature review presents the conceptual review. In particular, the main constructs used in this study were customer orientation, sales turnover and return on investment.

##### **2.2.1 Customer Orientation**

In this thesis, the term "customer orientation" describes the idea that focuses on identifying and meeting customer demands across the entire organization. The literature that is currently available provides the following definitions of customer orientation: the transmissions of consumer information throughout a firm, the development of inter strategies and methods to address market demands, as well as the building the need of company-wide commitment to these goals (Mulili, 2020).



Businesses gather and utilize customer information, and the level a business unit gathers and utilizes customer information is then what Park and Tran (2018) suggested when they stated what customer orientation refers to. They stated that this orientation refers to "the organizational culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers" (Abdul-Halim et al., 2019).

Customer orientation is also defined as the "degree to which the organization obtains and uses information from customers, develops a strategy which will meet customer needs, and implements that strategy by being responsive to customers' needs and wants" (Papaioannou et al 2018); "The set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers, employees, in order to develop a long-term profitable enterprise" (Al Asheq & Hossain, 2019).

The value of a broad customer orientation is strongly stressed in literature management, and marketing strategy academics especially have continuously promoted the notion that a customer focus should be at the core of an organization's operations (Hanelt et al., 2021). This has the connotation that customer orientation encompasses societal values that are concerned with generating and improving value for customers. According to the argument, Implementation is the key to customer orientation, and even as culture refers to "the way things are done," customer orientation ought to penetrate a company's entire range of operations. As a matter of fact, there is a compelling argument made for adopting a management approach centred on customer orientation across the board for a company (Ibarra et al., 2018).

Customer orientation requires a business to comprehend and meet the demands of its clients, with the expectation that doing so would result in financial gain for the company. According to certain theories, for a firm to continually perform beyond average; it must have a higher value proposition for its clients (Biloshapka & Osiyevskyy, 2018). This motivation helps a business create a culture of customer orientation, which helps it adopt the behaviors needed to offer clients higher value and, ultimately, sustainably superior performance. Customer orientation was found to be positively correlated with performance in Rafiki et al. (2019)'s empirical investigation of the relationship between customer focus and performance in Japanese businesses.

Additionally, this proposed connection was recently examined in the USA and proved to be true (Pata, 2021). Finally, Neneh's (2018) research on small businesses found a strong correlation between success and market (customer and competition) orientation. The results of the studies mentioned above allow us to infer that client orientation boosts corporate performance.

### **2.2.2 Sales Turnover**

In many businesses, turnover often emerges as a challenging issue of substantial magnitude, bearing far-reaching consequences and implications for the entire organization. The turnover quandary, if left unaddressed, can resonate throughout the company, impacting various facets of its operations, including employee morale, productivity, and ultimately, the bottom line. It is a multifaceted issue that necessitates strategic attention and solutions to ensure the

sustained success and well-being of the business. That is to say turnover is a problem with a huge scale and repercussions (Cascio 2006). It has been calculated that the direct costs of employing and training a new employee is 200 percent of their wage (Griffeth and Hom 2001). Given that turnover is considered to be twice as high in the sales industry, these costs may be very substantial. For instance, it has been reported that within the first year of employment, the turnover rate for insurance salespeople can approach 50% (Bright, 2021). While turnover can have significant direct costs, there is a chance that indirect costs will be considerably higher. For instance, when salespeople quit a company, the client relationships they built and nurtured may be in jeopardy, putting their businesses at danger of a potential decline in revenue and eventual profitability.

It should come as no surprise that a substantial body of study has been done on turnover in general and that this research is still ongoing utilizing there are several theoretical constructs or turnover process (Arndt, Arnold, & Landry 2006; Chang, Rosen, & Levy 2009). Numerous meta-analyses have been conducted to combine the findings, primarily in the literature on organisational research (Bauer et al. 2007). Naturally, sales researchers have also emphasized the issue of turnover (Pettijohn, Pettijohn, & Taylor 2007), because sales positions are among the hardest to fill and considering historically high levels of turnover due to the nature of the work, expense to the selling organization, and importance of the issue to sales management (Rivera 2007). This means that it is not unexpected that research on sales employee retention and turnover has been given attention (Darmon 2008).

Over the past three decades, the turnover literature has made considerable strides, but there is still more to learn. Some of the most current methodological and theoretical advancements in psychological, economic, and organisational theory may be useful for research on sales turnover in particular. Based on previous evaluations of turnover research in management, we identify four key tendencies.

Utilizing social network theory, Mossholder, Settoon, and Henagan (2005) made the first important contextually focused discoveries connected to voluntary turnover among non-sales employees. This point of view guides us as we provide a related "network" thesis that the particulars of the numerous internal and external interactions that salespeople are managing can explain sales turnover. Furthermore, prior studies on sales have a propensity to concentrate on no more than one or two levels of analysis. Holtom et al. examined the management literature in their investigation (2008) came to a similar conclusion and urged more study that includes person, group, and organizational characteristics and examines their influences concurrently. In order to accomplish this, this research offers a tiered reconceptualization of turnover antecedents. Recommendations on concurrent evaluations of the interactions between potential factors within a comprehensive, integrated, multilevel framework. in order to get additional insight into the turnover difficulties encountered by organizations. Third, the research's model also incorporates "shocks," or upsetting events, which might trigger turnover decisions, in keeping with the change in study design in management that Boles et al. (2012) pioneered. The model created also addresses concerns with sales force turnover on a global scale, unlike the typical study environment, which centres on a single company or national sales force.



### **2.2.3 Return on Investment**

Return on Investment (ROI) is a financial metric that has been used for a long time in the corporate world to track performance (Preuss, 2016). It is a straightforward computation. "To calculate ROI, divide the benefit (return) of an investment by its cost; the result is reported as a percentage or a ratio" (Adgo et al. 2013). The second major idea in the literature review was defined as an undertaking for which a scope of work, schedule, and performance targets were set and a sum of money was granted by a third party for expenditure only on a specific undertaking by an individual or organization. ROI is relevant to a variety of investments, including those made in updating factory tools and machinery, real estate, stocks, or other financial instruments.

### **2.3 Theoretical Review**

In this section, the research aims to explain the theoretical ideas that underlie the consumer orientation study. The theory of customer orientation is examined in the study.

#### **2.3.1 Customer Orientation Theory**

The realization that businesses typically neglect to concentrate on the markets and customers they serve has led to a substantial change in management thought over the past ten years.

With a market focus, the company works to fulfil customers' wants and desires. The average consumer is also growing more organized, knowledgeable, and demanding. It is expected that

a lot of businesses established official programs to raise the value of services provided and boost a fresh emphasis on customer service as a result of this change in management thinking about the market. These initiatives show how leaders intentionally work to establish and preserve a customer-focused culture within their firms. From the inception of the marketing concept, customer orientation has existed which, in essence, is a statement of business philosophy or policy that contends that an organization's primary objective is to satisfy customer needs in order to increase commercial profits. In fact, Fisher and Kordupleski (2019) asserted much earlier that the only acceptable definition of a firm mission is to provide a satisfied client. While academics were more interested in studying marketing, the market was also beginning to recognize the importance of the consumer. By arguing that a company's goal should be to respond to the consumer rather than attempting to change the client to meet the company's goals, (Rauschnabel et al. 2022) of General Electric helped contribute to marketing concept. In the same period, Markkanen (2022) argued that rather than focusing on particular offerings used to satisfy customer wants, business definition should be developed based on these requirements.

#### **2.4 Empirical Review**

A number of contexts have been used for an empirical study on customer orientation and business growth. These empirical studies overwhelmingly support consumer focus and corporate expansion.

### 2.4.1 Customer Orientation and Sales Turnover

A study's motivation stems from the choices made in relation to strategic marketing orientations in global markets. Customer orientation and customer relationship orientation were investigated by Tuominen et al. (2022) to see if they function as two separate constructs that drive firm innovation and how, when combined, they assist the expansion of export businesses enterprises. The goal of the study was to offer export companies a customer-centric approach that would promote innovation and expansion an international company that offered company information services gave a list of the contact information for Italian companies. 416 efficient answers were received from companies who operate in export markets after the authors sent an email requesting participation in an online survey. A model for predicting business performance based on customer orientation, customer relationship orientation, and innovativeness is developed and empirically tested by the authors. This model takes into account customer type, industry, and company size (B2B vs. B2C).

According to the findings of the research, customer orientation and customer relationship orientation are two unique strategic orientations that drive innovation. They do, however, have no immediate effect on corporate expansion. Instead, they demand that an exporter's innovation result in increased sales. According to the conclusions of Tuominen et al. (2022), company strategies should place equal emphasis on meeting consumer needs and expectations as well as retaining existing clients and establishing new ones in foreign markets. Additionally, Pettijohn et al. (2009) found that sales managers have long been concerned about the costs and activities of sales training, with some managers seeming to view training as an investment that can significantly influence the organization's bottom line

while others believe it to be an expense that needs to be kept under control. Making the right training program decisions and defending training budget decisions are challenging managerial jobs. By analyzing both the training program and its effectiveness, the study by Pettijohn et al. (2009) offered an empirical evaluation of sales training. The findings indicate that sales training may have a significant impact on important performance outcomes like work happiness, organizational commitment, and customer-focus. The findings raise issues that sales managers may want to take into account as they create their training plans and defend their training budgets.

While value creation or depreciation in business-to-business customer-focused selling has taken on a significant role in the literature, less emphasis has been paid to its precise form. This was noted by Singh and Koshy (2011). The study, which was conducted in India, empirically evaluates creation of value in customer-oriented selling and destruction of value in sales-oriented strategies from the SOCO perspective. Singh and Koshy (2011) examined value generation, direct and indirect results of a salesman's customer focus, relationship building and customer happiness. It shows that a salesperson's customer orientation directly results in value development and customer connection building on the basis of a sample of 249 Indian firms. A sales orientation, on the other hand, undermines value while maybe leading to relationship building in the near run. Singh and Koshy (2011) discovered that customer satisfaction had no relationship with either type of salesperson's orientation. This study sheds light on how supplier companies may use their sales force to develop value with their clients, which has significant implications for small and medium-sized businesses in developing BRIC nations like India. The impact of SOCO on salesman job performance has



been the subject of conflicting research results ever since Saxe and Weitz developed a scale to measure a salesperson's selling orientation and customer orientation (SOCO.) A research project by (Jaramillo et al.) was to combine the results of the empirical studies in order to determine the nature and magnitude of this link. It also sought to examine the moderating impact of the type of customer (business or end user consumer) and the type of job performance measure employed (subjective or objective). In a meta-analysis of 16 trials, 3,477 participants, and 17 effect sizes, answered the research questions. The results of the meta-analysis show that this association has an attenuated weighted mean effect size ( $r$ ) of 0.14, with a 90% confidence range ranging from 0.04 to 0.23. The disattenuated mean effect size ( $r_c$ ) was 0.16.

Studies have shown that neither the kind of customer nor the type of job performance indicators altered the association between SOCO and job performance (Jaramillo et al. 2007). Although care was taken to minimize selection bias, pertinent studies might have been left out of this meta-analysis. The results of the study show that SOCO is a crucial determinant of salesperson work success. Salespeople operate at their best when they concentrate their efforts on determining the unique needs of the customer and providing items to meet those demands. This was the first SOCO meta-analysis to be published. The analysis of an Australian data collection used information from 250 salespeople, 157 were supervisors, and 276 of their customers in a range of business-to-business markets. The results showed that, as opposed to the twenty-four questions initially proposed, salespeople's customer orientation. By lowering response fatigue and acquiescence bias and enabling the integration of the concept with larger studies using additional multiple-item scales, this major length reduction

may help to create a more reliable and valid scale. To confirm the scale's generalizability, additional study is advised to test it across various businesses and customer groups.

#### **2.4.2 Customer Orientation and Return on Investment**

A research study conducted by Chotekorakul and Nelson's (2013, on customer orientation and fashion merchandising skills sought to determine whether strategic choice had a higher correlation with store financial performance. Self-report data from 275 small specialty women's apparel businesses in Bangkok were gathered via a cross-sectional survey. In crowded, fiercely competitive, agglomerative settings, retailers provide comparable product selections and customer services. The survey form included multi-item scales for gauging store financial performance, fashion merchandising skills, and customer orientation. In order to describe associations of interest while adjusting for store location, hierarchical linear model coefficients, multiple regression coefficients, and bivariate correlations are used. Chotekorakul and Nelson (2013) discovered no significant effects for the two consumer orientation constructs but medium to large impact sizes for many fashion merchandising abilities. Extraneous variables can also affect data, which has an opposite effect on reported effect sizes. The study was cross-sectional; therefore effect sizes may or may not imply causal relationships. Given that the investigation was carried out in Bangkok, results should be applied with caution to similar retail situations. According to Chotekorakul & Nelson's (2013) findings, a clustering fashion store can increase financial performance by aiming for a leadership position in the industry, spotting emerging trends, and providing product

assortments that cater to different styles and uses. According to the findings, a clustered fashion store will struggle to boost financial performance through CRM and customer service initiatives.

The indicators of financial success at the individual store level are rarely discussed in studies on fashion retailing. In order to close this information gap, the authors examine the connections among customer service activities, CRM activities, core merchandising competencies, perceived financial performance of retailers, return on investment, and likelihood of survival. Due to the close proximity of retailers, comparison shopping is facilitated and store rivalry is heightened. Since innovation is thought to create a competitive advantage, Tajeddini et al. (2006) claim that innovativeness, as opposed to innovation, has attracted a lot of attention in academic literature and the corporate world during the past 10 years. This study investigates the relationship between SME performance in line with customer orientation, competitive orientation, and inter-functional coordination and innovativeness in the Swiss watch sector. It has created a new research scale of innovativeness that incorporates performance metrics like market share, the proportion of new product sales to total sales, and return on investment (ROI). According to Tajeddini et al findings from 2006, each company's performance and level of innovation are positively impacted by client orientation. In terms of methodological constraints and potential future study areas, there were also strategic repercussions for CEOs and managers

### **2.4.3 Firm Size, Type of Industry and Sales Turnover**

In a study comparing a few firms in Nigeria's building industry using annual data from 2004 to 2017, Aduralere (2019) looked into how a firm's size affected its success in Nigeria. Total sales and the age of the company since formation, two of the four variables considered as size indicators in determining return on assets, were statistically significant. Return on assets is positively impacted by total revenues, while negatively by the company's age since incorporation. Aduralere (2019) also found that the only kind of considerable leverage that affected return on equity.

In calculating output per labour, two of the four variables utilized as size indicators were statically important. Overall sales and age of the firm since affiliation both have a positive impact on output per worker and overall employee count, whereas leverage has a negative, significant effect on that figure. These findings are based on productivity measurement of performance of the selected businesses in the Nigerian building industry employing both output per labour and output per capital. Only the age of the company from incorporation, out of the four measures of size and the liquidity ratio, was important in determining production per capital. This shows that the only factor that positively significantly affects output per capital is the company's age after incorporation.

Again, listed manufacturing enterprises in Sri Lanka and the effect of company size on profitability was looked at by Abeyrathna and Priyadarshana (2019). Using a random sampling technique, manufacturing companies that were listed on the Colombo Stock Exchange (CSE) were selected as the study's sample, and data was taken from the yearly



reports for the years 2014 to 2017. Return on assets and net profit are examples of indicators of a company's profitability.

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#### **2.4.4 Firm Size, Type of Industry and Return on Investment**

The effect of the current ratio on the dividend payout ratio in cash, as well as the total assets turned over and the size of the company is explained by Sunaryo and Lestari's (2022) study was explained with the help of a third variable—return on investment. The companies in Southeast Asia's retail subsector for the years 2012 to 2019 are the subject of this study. The sample method used was purposive sampling and data from 17 companies representing 136 populations were collected. The r<sup>2</sup> test, multiple linear regression analysis, t & f test, path analysis, and Sobel test are among the analytic techniques used. The study's findings show that the current ratio, as opposed to TATO and business size, has a significant influence on the dividend payout ratio.

The findings of Sunaryo and Lestari's (2022) experiments revealed that neither the dividend payout ratio nor the return on investment was affected by the current ratio, TATO, or the size of the company. Return on investment has a considerable impact on the dividend payout ratio, but it cannot completely counteract the effects of the current ratio, TATO, and size. The study's conclusions can be taken into account when deciding how much can be paid in dividends and are likely to be helpful to financial managers when deciding how much can be paid in dividends, particularly in the form of cash dividends.

## 2.5 Conceptual Framework

A conceptual framework is the one the researcher thinks best describes the natural path of the issue under study. Furthermore, it aids in the analysis and interpretation of outcomes. The study looked at customer orientation, sales turnover and return on investment.

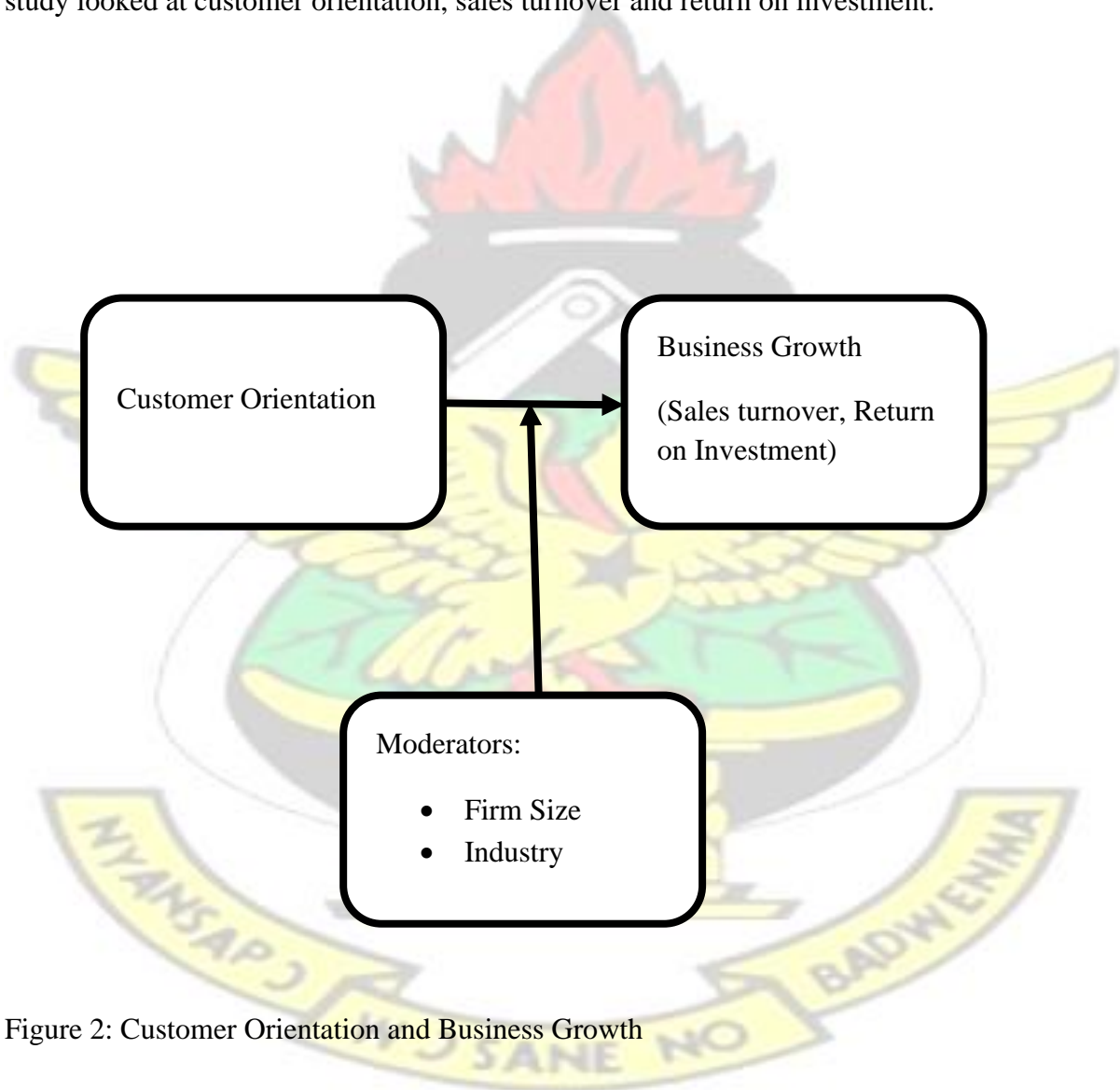
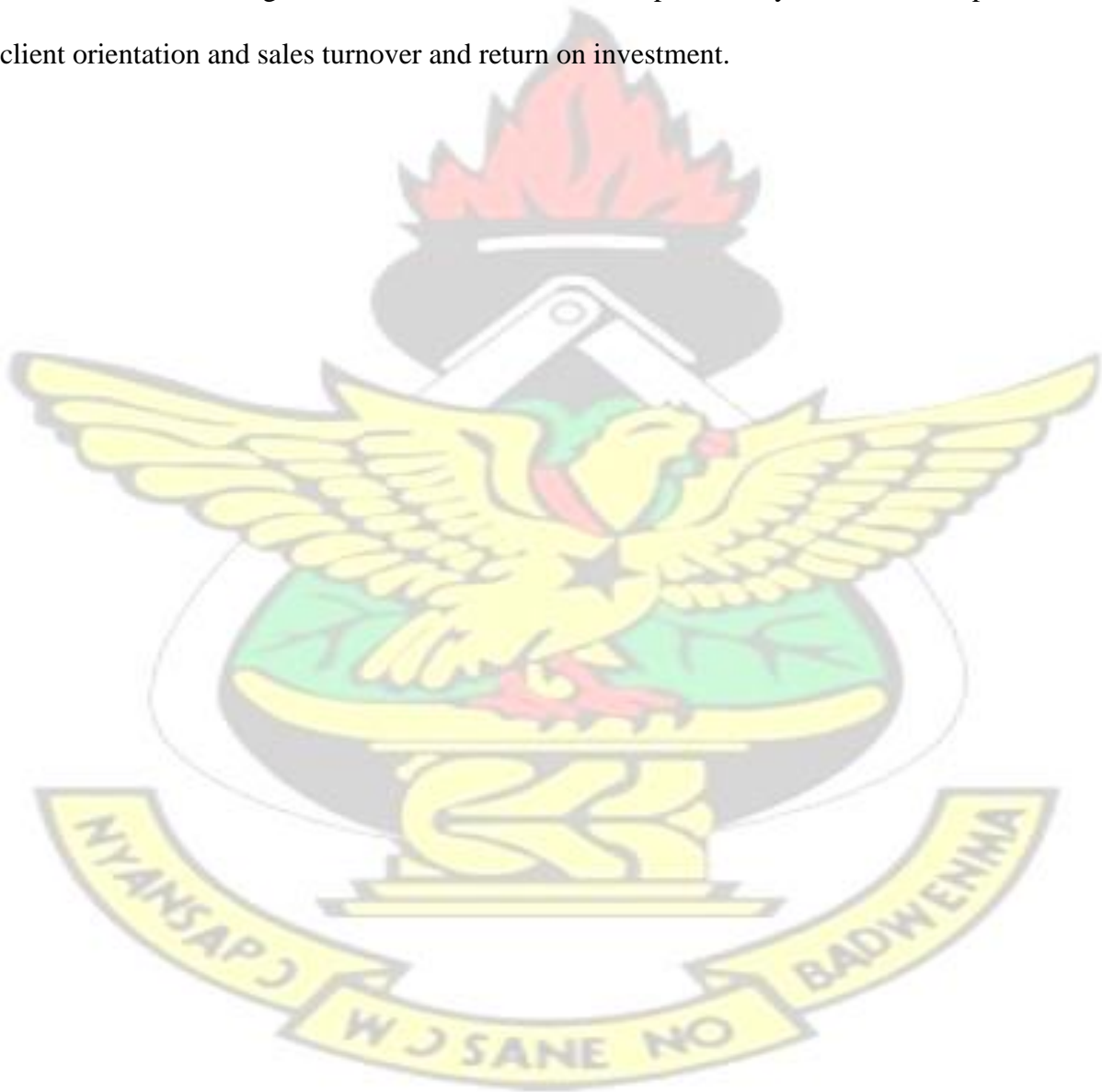


Figure 2: Customer Orientation and Business Growth

Source: Author's Construction (2022)

## 2.6 Summary of chapter

This chapter looked into the topic's relevant literature. The following is how the review literature was organized: concept of customer orientation, sales turnover and return in investment, theoretical review (customer orientation theory) empirical literature on local and international business growth and customer orientation particularly, the relationships between client orientation and sales turnover and return on investment.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter constitutes the research methodology of the dissertation to achieve the objectives stated in it. It examines the basic aspect of research design, the purpose of the study, type and sources of data, data collection methods, source of data, the study population and sample, sampling technique, data analysis plan, quality of the research as well as research ethics and limitations. It concludes with a summary of the chapter.

#### **3.2 Business Research Defined**

Business research is a technique for obtaining thorough knowledge of every part of business, and using that knowledge, maximizing sales and profit. The process of conducting extensive study into all aspects of business and boost a company's sales and profitability with that information is known as business research (Hair et al. 2019). Schneider et al. (2005) in a study to understand organization-customer links to service setting choose the quantitative research approach to give a better understanding on organization-customer links. Other authors like (Piskóti & Nagy, 2009; Lay et al., 2010; Thornton & White, 2001) have also used the quantitative research in various customer relation studies. Therefore, this study also chooses to use the quantitative research approach. Wu et al. (2017) found descriptive research design more appropriate in establishing the outcome of customer orientation on turnover intention. Also, Huber et al. (2001) used descriptive research design to assess the competitive advantage gained through customer value oriented management. Tuominen et al. (2022) did a



careful study of the relationship between customer focus and corporate growth is a closely related topic, so, the study adopted similar design as descriptive research design.

Additionally, the two concepts of customer orientation and customer relationship orientation were studied to serve as different catalysts for company innovation; this study was done by Tuominen et al. (2022). How they work together to support the expansion sample of 249 small and medium-sized Indian businesses was utilised to illustrate how a salesperson's customer orientation immediately results in value creation and the building of relationships with customers. However, the sample size for this study, which used Slovin's calculation and had 240 respondents as its population, was only 150.

In a study to examine sales training expenses and activities, Pettijohn et al. (2009) found that these topics have long been crucial to sales managers and sales turnover used questionnaires as a data collection tool which was adopted in this study.

### **3.3 Research Paradigms**

A qualitative research method that aims at understanding and characterizing the basics, general principles of a phenomenon is known as phenomenological research (Neubauer et al., 2019). The approach disregards the researchers' preconceived notion about a phenomenon and rather study people's interaction with one another in daily life. Phenomenology helps in understanding the significance of people's actual experiences. According to Matua and Van Der Wal (2015), phenomenology research examines people's experiences and focuses on how they perceive a phenomenon. Espinales & Moreno (2021) assert that gathering and analyzing non-statistical data like text, video, or audio is a necessary step in qualitative research if one

is to understand people's attitudes, thoughts, or experiences. It can be used to exhibit complex data about a circumstance or to come up with original research ideas. Positivism is a social science research approach that only uses actual scientific evidence from well-controlled experiments and statistics. According to positivism, we shouldn't stray from what is visible. Maresova et al. (2018) claim that positivist tradition places a strong emphasis on the value of doing quantitative research, such as in-depth surveys, to thoroughly comprehend society as a whole and spot social trends, such as the relationship between social class and academic success.

A study can be more objective and accurate using quantitative research because there are fewer factors involved (Cr 2020). This study employed quantitative research method. This is because, the study made use of few variables; customer orientation, firm size, industry type and business growth, and seeks to obtain accuracy and meet the study's objectives.

### **3.4 Purpose of the study**

Investigating a problem that is not yet fully understood is what is meant by exploratory research (Hallingberg et al., 2018). It is carried out to gain a deeper comprehension of the issue at hand, but it won't result in any concrete conclusions. When doing such a study, the researcher begins with a broad idea and narrows potential research topics from there. When an issue is still in its early stages, this type of research is typically carried out. Bentouhami et al. (2021) defines explanatory research as a study strategy that focuses on why something occurs when there is little information available. This makes it

possible to understand a subject better, figure out how or why a certain phenomenon is occurring, and anticipate the future. Another way to describe explanatory research is as a "cause and effect" method that looks for patterns and trends in the data already available. It is therefore typically seen as a form of causal study. A technique to research that describes the population or phenomenon being studied characteristics (Bloomfield & Fisher, 2019).

With this descriptive methodology, the "what" rather than the "why" of the study problem receive more focus. Without concentrating on "why" a certain event occurs, the descriptive research method mainly focuses on documenting the characteristics of a demographic category. In other words, it "describes" the investigation's focus without going into detail about "why" it occurs. Collecting quantifiable data for the statistical analysis of the population sample is the goal of descriptive research, a quantitative research technique (Mehrad & Zangeneh, 2019). It is a typical method for gathering and outlining demographic information used in market research. None of the variables in descriptive research are affected in any manner. Observational methods are employed to conduct the study. Because of this, the researcher has no control over the traits or behaviors of the variables.

### **3.5 Research Design**

A descriptive research design was adopted for this investigation. Since participants were required to answer the research problem were chosen from exporting enterprises, descriptive research was appropriate. Moreover, this research aims to clarify the relationship between customer orientation and company growth among Ghanaian export enterprises. According to Asenahabi (2019), descriptive research aims to correctly and methodically

explain a population, situation, or phenomena. It provides answers to the what, where, when, and how but does not address the why. This makes it the appropriate research design for this study.

### **3.6.1 Sampling Procedures**

A stellar study by Majid (2018) revealed sampling as the process of selecting a portion of the study population for a research endeavour. A smaller group is typically used for data collecting in research projects as it is impossible to enlist the participation of the full population of interest. Investigating a group as a whole is not always possible. For instance, social work researchers interested in examining the issues faced by children with mental disabilities, the mentally ill, prisoners, street children, or some other sizable population. It would be challenging, if not impossible, to research every member of these groupings (Turquet, 2019). For his research, the researcher chooses a sample (a small group) and gathers data because of this.

### **3.6.2 The Population and Sample**

The study's population is made up of factors or people whose characteristics are being studied. According to Kitchenham and Pfleeger (2008), it constitutes "the group or the individuals to whom the survey applies", that is, the sample of participants that will be recruited for the study. The general population is likely to be what researchers commonly identify and define, but without a description of the target population and accessibility, it makes it of no value. Therefore the population of the study was two hundred and forty (240) workers in the fifteen (15) exporting firms found in the Greater Accra region.



Sampling is a method that enables researchers, without examining each person, to obtain information on a population-based on the results from a subgroup of the people (Malterud et al 2016). Sample size represents the description of the number of items in a sample size in a research. The Slovin's formula, where "n" represents the sample size, "N" population size, and "e" margin of error that the researcher would choose, was used to calculate the sample size:  $n = N / (1 + Ne^2)$ . According to Tejada & Punzalan (2012), this formula is use to determine the sample size by taking into account the population size and the margin error.

$$\frac{N}{1 + N (e)^2}$$

Where N is the entire population of the fifteen exporting firms = 240

“e” is the level of precision= 0.05 (95% confidence level)

$$\frac{240}{1 + 240(0.05)^2}$$

$$\frac{240}{1 + 240(0.0025)}$$

$$\frac{240}{1 + 0.6}$$

$$\frac{240}{1.6}$$

Therefore = 150

### **3.6.3 The Sampling Technique**

The procedure used to pick the individuals for the sample is known as the sampling methodology and can be identified by name or another characteristic (Akkasi et al., 2018).

The process of sampling is crucial to research. One of the factors that have the biggest impacts on how accurately your study or survey outcomes. If there is any error in your sample, it will affect the results. Stratified sampling is helpful when a population comprises a number of subgroups to make sure that each group is represented in the sample (Bhardwaj, 2019). Simple random sampling and systematic sampling might fall short of accurately capturing all of these categories, especially the more uncommon ones. In this study, stratified sampling was used to cover all sub groups.

This meant, the population were grouped according to their various organizations. The ten (10) respondents were chosen from each from the fifteen exporting firms making the total of 150 respondents. The adequate representation of each population subgroup in the sample is ensured by the use of stratified sampling methods

### **3.7 Data Collection Methods**

A methodical process where thorough data is acquired and assessed to offer solutions to associated problems and review the findings is defined as data collection (Knight et al 2022).

It focuses on learning anything significant about a particular subject. Data are obtained for further hypothesis testing to describe a phenomenon. For data gatherers, there are several findings for which the data are derived. But the main aim of gathering data is to position a

researcher to forecast the opportunities and developments of the future. The data collection tool employed for this study was a formal questionnaire

A method of gathering data from responders that consists of a series of questions or other commands can be referred to as a questionnaire (Zohrabi, 2013). Closed-ended and open-ended questions are both frequently included in research questionnaires. A closed-ended question was chosen for this investigation. Questionnaires are rapid, efficient, and moderately costing method of collecting of obtaining lots of data from a significant sample size (Lehdonvirta et al. 2021). So to meet the specified research objectives, the questionnaire was developed. In order to obtain a primary data for the research, the researcher resorted to using Questionnaire as the main research instrument. A simple close ended questionnaire with options as “Strongly Agree (SA)” “Agree (A)”, “Undecided (U)”, “Disagree (D)”, and “Strongly Disagree (SD)” was structured to solicit views from the respondents. The questionnaire was in three (3) sections ‘A’ ‘B’ ‘C’. Section (A) consists of the title introducing the researcher to the respondents. Section “B” constituted the bio-data of the respondent and Section “C” also constituted of the main items which has been well structured to suit the research’s objectives.

Administration of questionnaires was done on the 28th day of August, 2022 to the workers of the exporting firms in the Greater Accra region for a period of a week. After a week, the study only recovered 65% on the answered questionnaires as some respondents were very busy with their normal schedules while others felt reluctant to answer the questionnaires. Since the sample size was only 150, there was the need to get all the 150 respondents to

answer the questionnaires so the period was extended for another week. Also, Singh & Koshy (2011) strategy was used where the respondents were then awarded a pen each as a reward for completing the questionnaires. After the second week, 100% response rate was achieved.

### **3.7.1 Source of Data**

Any information that has been gathered, observed, developed, or created with the goal of validating primary study findings is referred to as data (Guest et al, 2020). Despite being digital, research data can also be discovered in non-digital media like diaries and lab notebooks. There are two types of data: main data and secondary data. Researchers can employ secondary data—information that has previously been gathered from primary sources—in their own research (Kalu et al, 2019). It belongs to the group of information that has already been obtained. Primary data is a word used to describe content produced by the researcher themselves, including experiments, interviews, and surveys made expressly for assessing and resolving the current study topic. (Gayathri & Lakshmi, 2021). In this study, the main data source was collected from primary sources directly was done keeping in mind the analysis mission.

### **3.8 Data Analysis Plan**

For data collected to be analysed, it needs to be organised. Organisation was done by, cleaning the data to help remove errors, duplicates and outliers. Analysis entails separating objects into their constituent pieces (Denscombe, 2007). Data obtained was sorted, classified, and tabulated to make analysis easier. Statistical method from the Statistical Package for the



Social Sciences (SPSS) was used to produce the data analysis based on the research questions and objectives. Descriptive statistics made up the bulk of the data analysis. To make sure that the responses were appropriate, the data were updated. Included were percentages, means, standard deviations, and rate of recurrence. The result was then analysed and inferences made. Submission was done afterwards. To examine the importance of the factors to the dependent variable at a 95% confidence level, the study performed regression and correlation analysis.

### **3.9 Quality of the Research**

Validity and reliability are highly valued in research. The validity of the conclusions, the accuracy of the data gathered, and the techniques of the collection are always determining factors in a study's credibility (Cohen et al., 2017). There are three methods for determining validity in research: criterion-related validity, construct validity, and content validity (Hays and Revicki, 2005).

Again, Fraenkel and Wallen (2000) recommended that a credible questionnaire be designed to genuinely measure the phenomenon that is intended to measure. Before the questionnaire developed was administered, it was first reviewed to correct orthography and grammatical errors with colleagues and friends. After the first review, it was pre-tested along with colleagues and friends for the correction of the wording and grammar errors and the removal of ambiguities. The study makes sure that everything that was supposed to be evaluated and everyone who was to be included in the study was recorded. Taherdoost (2016) stated that the validity of an instrument refers to the extent to which the stated items in an instrument truly

measure what they intended to measure. According to him, reliability is the degree to which the specified items in an instrument generate a consistent result after numerous trials, utilising different participants in the same situation or context.

The questionnaire was adopted from Tuominen et al. (2022). The information collected was checked against other secondary sources, to boost the validity of queries to ensure accuracy and precision.

### **3.10 Research Ethics and Limitations**

Research ethics is the usage of basic ethical principles to research work, such as the planning and carrying out of research, respect for society and other people, the use of resources and research outputs, scientific misconduct, and the regulation of research (Pietilä et al. (2020).

When presenting the questionnaire to the respondents and explaining the goal of the study, assuring them of anonymity to whatever information they provided and ensuring their willingness and seeking their consent before engaging them in any kind of activity related to the research.

### **3.11 Summary of the Chapter**

The chapter discussed the method that was employed for the study. It explores among other things the research paradigms and purpose of the study. The sampling procedures used were elaborated in the chapter. A population size two hundred and forty (240) workers in the fifteen (15) exporting firms found in the Greater Accra region were sampled to 150

respondents using the Slovin's formular. Stratified random sampling technique was employed in this study. Questionnaires and financial statements were employed as data collection methods, both exhibiting the use of primary and secondary source of data. The data analysis plan was captured with research ethics being adhered to.



## **CHAPTER FOUR**

### **RESULTS AND DISCUSSIONS**

#### **4.0 Introduction**

The findings are presented in this chapter together with a discussion of its relevance to the study's original research topics. There are two sections to the discussion:

a) The first section contains information about the respondents' demographics; section b) discusses the findings. This study reported the results of the investigation obtained from exporting firms found in the Greater Accra region of Ghana. A sum of the one hundred and fifty questionnaires was distributed among the respondents. The questionnaires were answered and returned.

#### **4.1 Demographic Information**

The research's main objective was to examine the effect of customer orientation on business growth among export firms in Greater Accra region of Ghana. This section discusses primarily questionnaire research, which in effect covers the respondents' demographic profiles to provide a summary of the participants.

To carry out the analysis of the information gathered to answer the research questions, a quantitative review on the demographic characteristics of the examinations was carried out to assist in the analysis since these characteristics are considered to influence the results of the debate and the importance of generalising the findings of the study.



### 4.1.1 Gender of Respondent

The respondents' gender was asked. Majority of the respondent were Males totaling 102 and representing 68% of the respondents and the rest were 48 females making up 32%. This is shown in Table 4.1.

Table 4.1: Gender of Respondent

Variable	Particulars	Frequency	Percent
Gender	Male	102	68
	Female	48	32
	Total	150	100

Source: Field Survey, 2022.

### 4.1.2 Positions of Respondents

As depicted in figure 4.2, of the overall number of research participants, only 8 or 5.33% were among the Top-level Management, 61 respondents representing 40.67% were part of the Middle level Management and 54%, thus, 81 respondents were Bottom level Managers. This implies the majority of the respondents are among the Bottom Level Management.

Table 4.2: Position of Respondent

Variable	Particulars	Frequency	Percent
----------	-------------	-----------	---------

Position	Top Level Management	8	5.33
	Middle Level Management	61	40.67
	Bottom Level Management	81	54
	Total	150	100

Source: Field Survey, 2022.

#### 4.1.3 Working Experience of Respondents

As shown in table 4.3, of the total number of research participants, 35 or 23.33% of the respondent were having between 0-2 years of working experience, while 59 respondents representing 39.33% were between 3-5 years of working experience. 40 respondents or 26.67% of the total respondents were having 6-10 years of working experience and respondents who were having 11 years and above of working experience in an exporting firm were 16 in number, representing 10.67% of the total respondents. This implies that majority of the respondents have 3-5 years of working experience in an exporting firm while minority of the respondent have a working experience of 11 years and above.

Table 4.3: Working Experience of Respondents

Variable	Particulars	Frequency	Percent
Working Experience	0-2 years	35	23.33

3-5 years	59	39.33
6-10 years	40	26.67
11 years and above	16	10.67
Total	150	100

Source: Field Survey, 2022

#### 4.1.4 Education Background of Respondents

Analysis of the respondents' profile showed that 43.33% thus, 65 of the respondents had attained a Diploma qualification, 76 respondents representing 50.67% had attained a Bachelor Degree qualification, 4.67% had masters' degree and 1.33% of the respondents had PhD, this is shown in figure 4.4.

Table 4.4: Educational Background of Respondents

Variable	Particulars	Frequency	Percent
Educational Background	Diploma	65	43.33
	Bachelor Degree	76	50.67
	Masters' Degree	7	4.67

PhD	2	1.33
Total	150	100

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Source: Field Survey, 2022

## 4.2 Descriptive Statistics

Descriptive statistics is beneficial because raw data is hard to visualize and interpret, especially if it is a lot. Therefore, descriptive statistics enables data to be presented in a more meaningful manner, allowing for a more simple interpretation of the data. In this research, descriptive statistics was used to analyse customer orientation and type and size of industries.

### 4.2.1 Customer Orientation

To examine customer orientation among exporting firms in the Greater Accra region, nine (9) statements were considered and the outcomes of the study are shown in Table 4.5.

They are placed in order of the degree of their mean and standard deviation. Since it was a Likert scale questionnaire, values for all the statements were 1 and 5 indicating the minimum and maximum respectively. The statements; ‘We have routine or regular measures of customer service’ recorded a mean of 2.41 and a standard deviation of 1.100. ‘Our product/service development is based on good market and customer information’ recorded a mean of 2.48 and a standard deviation of 1.015. ‘We know our competitors well’ recorded a mean of 2.67 and standard deviation of 0.839. ‘We have a good sense of how our customers value our products’ recorded a standard deviation of 1.119 and a mean of 2.36.



The statement, 'We are more customer focused than our competitors' recorded a standard deviation of 1.028 and a mean of 2.70. 'We compete primarily based on product or service differentiation' did record a mean of 3.05 and a standard deviation of 1.266. 'The customer's interest should always come first, ahead of its owners' recorded a standard deviation of 2.41 and a mean of 1.069. 'Our products/services are the best in the business had a mean of 2.25 and a standard deviation of .914. 'This business exists primarily to serve customers' shown a standard deviation of 1.349 and a mean of 3.13 as shown in Table 4.5

Table 4.5: Descriptive Statistics of Customer Orientation

Statement	N	Min	Max	Mean	Std. Deviation
We have routine or regular measures of customer service.	150	1	5	2.41	1.100
Our product/service development is based on good market and customer information	150	1	5	2.48	1.015
We know our competitors well	150	1	5	2.67	.839
We have a good sense of how our customers value our products	150	1	5	2.36	1.119

We are more customer focused than our competitors	150	1	5	2.70	1.028
We compete primarily based on product or service differentiation	150	1	5	3.05	1.266
The customer's interest should always come first, ahead of its owners	150	1	5	2.41	1.069
Our products/services are the best in the business	150	1	5	2.25	.914
This business exists primarily to serve customers	150	1	5	3.13	1.349
Valid N (listwise)	150				

Source: Field Survey, 2022.

Aligning our study to the interpretation by Aynalem (2020), mean scores from 1 to 1.80 indicate (strongly agree), 1.81 until 2.60 represents (agree), 2.61 to 3.40 represents (Undecided), 3:41 to 4:20 represents (Disagree) and 4:21 to 5:00 represents (Strongly Disagree).

Table 4.5 shows that the respondents did not strongly agree to any of the customer orientation in the questionnaires as none of the mean values were between the ranges from 1 to 1.80. But most of the statements like 'We have routine or regular measures of customer service', 'Our

product/service development is based on good market and customer information’, ‘We have a good sense of how our customers value our products’, ‘The customer’s interest should always come first, ahead of its owners’, and ‘Our products/services are the best in the business’ were all agreed by the respondents.

Other statements like ‘We know our competitors well’, ‘We are more customer focused than our competitors’, ‘We compete primarily based on product or service differentiation’ and ‘This business exists primarily to serve customers’ received an undecided response. There was no disagreement or strong agreement to any of the statements.

#### **4.2.2 Firm Size and Industrial Type**

In providing an answer to the research question on the impact firm size and type of industry of customer orientation have on both sales turnover and return on investment, 5 statements were considered and the outcomes of the study are shown in Table 4.6.

Amongst the statements, ‘Large firms do profit from economies of scale.’ recorded a mean of 2.98 and a standard deviation of 1.201. ‘Overall, the larger firms do make head ways in the international market’ recorded a mean of 2.79 and a standard deviation of 1.298. ‘All international firms strive to increase in size’ had a mean of 1.69 and standard deviation of 0.750. ‘Specific industries are attractive on the international stage.’ recorded a standard deviation of 0.886 and a mean of 2.01. Last, ‘Some industries benefit more than others’ recorded a mean of 2.36 and a standard deviation of 1.018 as indicated in Table 4.6.

Table 4.6: Descriptive Statistics of Firm size and Type of Industry

Statement	N	Min	Max	Mean	Std. Deviation
Large firms do profit from economies of scale.	150	1	5	2.98	1.201
Overall, the larger firms do make head ways in the international market.	150	1	5	2.79	1.298
All international firms strive to increase in size.	150	1	5	1.69	.750
Specific industries are attractive on the international stage.	150	1	5	2.01	.886
Some industries benefit more than others	150	1	5	2.36	1.018
Valid N (listwise)	150				

Source: Field Survey, 2022.

Again, aligning our study to the interpretation by Aynalem (2020), mean score from 1 to 1.80 indicates (strongly agree), 1.81 to 2.60 represents (agree), 2.61 to 3.40 indicates (Undecided), 3:41to 4:20 represents (Disagree) and 4:21 to 5:00 represents (Strongly Disagree).



Table 4.6 shows that the respondents did not disagree and strongly disagree to any of the perceptions in the questionnaires as none of the mean values were between the ranges from 3.41 to 5.00. But some of the statements like 'Specific industries are attractive on the international stage' and 'Our product/service development is based on good market and customer information', 'Some industries benefit more than others' were all agreed by the respondents. Also, 'All international firms strive to increase in size', was strongly agreed by the respondents. Other statements like 'Large firms do profit from economies of scale' and 'Overall, the larger firms do make head ways in the international market' were left undecided by the respondents.

### **4.3 Correlation Matrix**

Table 4.7 shows the correlation matrix. In checking the correlation, the closer it is to 1.00, the more perfect correlated it is. But if the value exceeds 0.8, it indicates that there is a multi-collinearity problem. There was only one multi-collinearity problem occurring from the variables as the Pearson correlation between sales turnover and return on investment recorded a value of 0.872 which exceeds 0.8. The correlation table recorded a pearson correlation value of -0.142 between customer orientation and sales turnover which is a weak negative correlation. This meant, customer orientation had a negative correlation with sales turnover. However, that negative correlation is a very weak one as the value was between 0 to -0.5.

Again, there was a weak negative correlation between firm size and type of industry and both sales turnover and return on investment as a pearson correlation value of -0.267 and -0.144 respectively. Also, the correlation between customer orientation and return on investment

was a weak negative correlation with a value of -0.180. But a positive correlation was established between sales turnover and return on investment as the recorded a pearson correlation value of 0.872 which was a strong positive correlation. Moreover, a weak positive correlation was also established between customer orientation and firm size and type of industry as shown in table 4.7.

Table 4.7: Correlation Matrix

VARIABLES		ST	ROI	Cust Orient	FSTI
ST	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	150			
ROI	Pearson Correlation	.872**	1		
	Sig. (2-tailed)	.000			
	N	150	150		
Cust Orient	Pearson Correlation	-.142	-.180*	1	
	Sig. (2-tailed)	.083	.028		
	N	150	150	1-50	

FSTI	Pearson Correlation	-.267**	-.144	.049	1
	Sig. (2-tailed)	.001	.079	.554	
	N	150	150	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2022

The threshold for significance by the correlation matrix in table 4.7 is 0.05. Therefore, any value greater than the 0.05 threshold is not significant but values lesser than the threshold indicate significance among those variables. Sales turnover and return on investment recorded a significant value of 0.000 which was lower than the threshold of 0.05. That indicates that, sales turnover has an important effect on return on investment. Firm size and type of industry also recorded a value of 0.001 with sales turnover. Hence, firm size and type of industry do have a significant effect on sales turnover according to the correlation matrix. The correlation matrix also shown customer orientation recorded a significant value of 0.028 with return on investment which was lower than the threshold of 0.05. That indicates that, customer orientation has a significant effect on return on investment. But customer orientation and sales turnover, size of the firm and industry type and return on investment and customer orientation all recorded significance value of 0.083, 0.079 and 0.554 which were all higher than the 0.05 threshold. All this shown that according to the correlation matrix, there is no significant effect of customer orientation on sales turnover, firm size and type of industry

on return on investment and size of the firm and industry type on customer orientation as shown in the correlation matrix.

#### 4.4 Model Summary (Return on Investment)

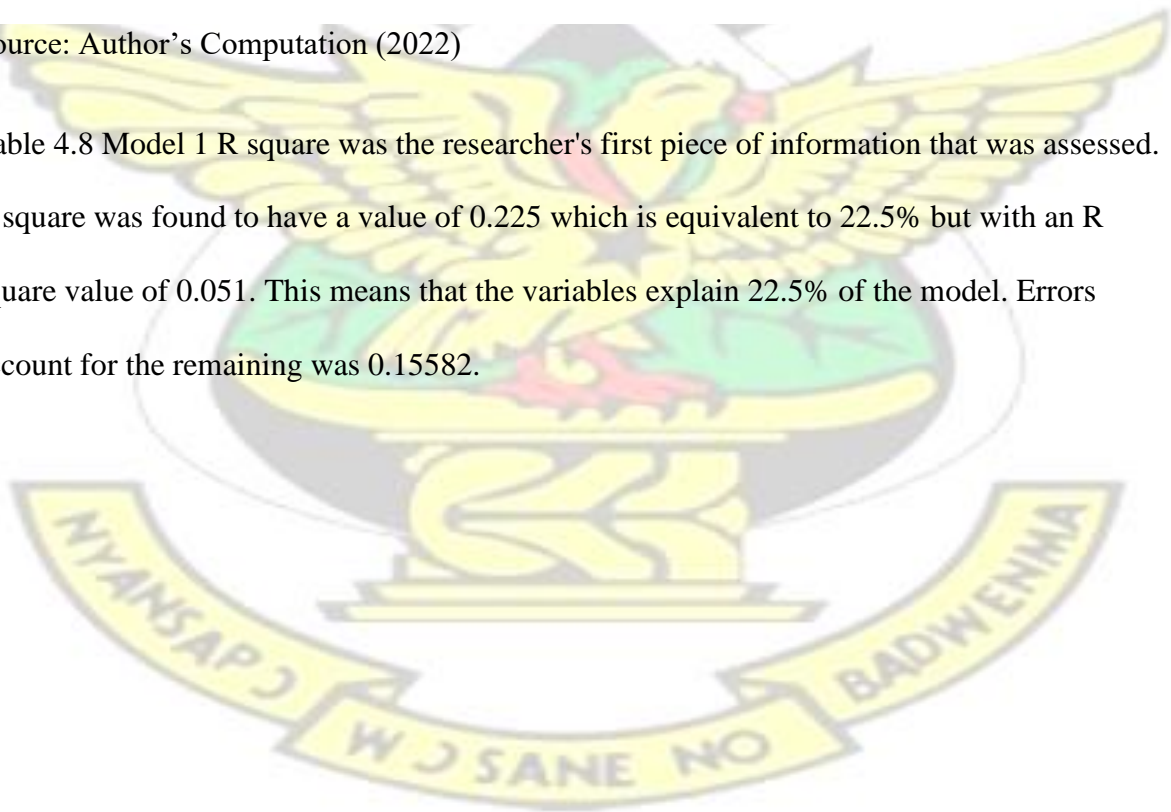
Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.225 <sup>a</sup>	.051	.038	.15582

a. Predictors: (Constant), FSTI, CustOrient

Source: Author's Computation (2022)

Table 4.8 Model 1 R square was the researcher's first piece of information that was assessed. R square was found to have a value of 0.225 which is equivalent to 22.5% but with an R square value of 0.051. This means that the variables explain 22.5% of the model. Errors account for the remaining was 0.15582.





#### 4.5 ANOVAa (Return on Investment)

Table 4.9: ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.191	2	.095	3.927	.022 <sup>b</sup>
	Residual	3.569	147	.024		
	Total	3.760	149			

a. Dependent Variable: ROI

b. Predictors: (Constant), FSTI, CustOrient

Source: Author's Computation (2022)

The dependent variable of return on investment is influenced by the independent variable of customer orientation as shown in Table 4.9. The researcher's attention is drawn to the value in the "Sig" column in this ANOVA table.

This is since it displays the ANOVA's precise significance level. To be considered significant, the value in the "Sig" column must be less than the P-value (0.05). Non-significant values are those that exceed the P-value. Model 1 indicates a value of 0.022, which is much lower than 0.05, shows that the variables are much significant to the model used.

#### 4.6 COEFFICIENTS a (Return on Investment)

Table 4.10: Coefficients<sup>a</sup>

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.302	.103		2.933	.004
	CustOrient	-.070	.032	-.173	-2.155	.033
	FSTI	-.044	.026	-.136	-1.685	.094

a. Dependent Variable: ROI

Source: Author's Computation (2022)

The significant value is defined as a P-value of less than 0.05 in the coefficient table. Model 1 shows firm size and type of industry has “Sig” of 0.094 which is greater than the P-value of 0.05. That shows that the firm size and industry type has no significant impact on the return on investment of exporting firms through customer orientation in the Greater Accra region. Customer Orientation had a “Sig” value of 0.033 which is lower than the threshold of 0.05. That interprets that, customer orientation alone do have a significant impact on return on investment of exporting firms found in the Greater Accra region.

#### 4.7 Model Summary (Sales Turnover)

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.297 <sup>a</sup>	.088	.076	.24458

a. Predictors: (Constant), FSTI, CustOrient

Source: Author's Computation (2022)

Table 4.11 Model 2 R square was the researcher's first piece of information that was assessed. R square was found to have a value of 0.297 which is equivalent to 29.7% but with an R square value of 0.088. This means that the variables explain 29.7% of the model. Errors account for the remaining was 0.24458.

#### 4.8 ANOVA<sup>a</sup> (Sales Turnover)

Table 4.12: ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
2	Regression	.848	2	.424	7.087	.001 <sup>b</sup>
	Residual	8.794	147	.060		
	Total	9.641	149			

a. Dependent Variable: SG

b. Predictors: (Constant), FSTI, CustOrient

Source: Author's Computation (2022)

The dependent variable of sales turnover is influenced by the independent variable of customer orientation as shown in Table 4.12. The researcher's attention is drawn to the value in the "Sig" column in this ANOVA table.

This is since it displays the ANOVA's precise significance level. To be considered significant, the value in the "Sig" column must be less than the P-value (0.05). Non-significant values are those that exceed the P-value. Model 2 indicates a value of 0.001, which is much lower than 0.05, shows that the variables are much significant to the model used.



## 4.9 COEFFICIENTS a (Sales Turnover)

Table 4.13: Coefficients<sup>a</sup>

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
2	(Constant)	.630	.162		3.894	.000
	CustOrient	-.084	.051	-.129	-1.641	.103
	FSTI	-.135	.041	-.261	-3.304	.001

a. Dependent Variable: SG

Source: Author's Computation (2022)

Model 2 shows firm size and type of industry has “Sig” of 0.001 which is lower than the P-value of 0.05. That shows that the size of the firm and industry type has a crucial effect the sales turnover of exporting firms through customer orientation in the Greater Accra region.

Customer Orientation on the other hand, had a “Sig” value of 0.103 which is higher than the threshold of 0.05. That interprets that, customer orientation alone do not have a significant impact on sales turnover of exporting firms found in the Greater Accra region.

#### 4.10 DISCUSSION OF RESULTS

The research's main objective was to examine the effect of customer orientation on business growth among export firms found in the Greater Accra of Ghana. Specifically, to examine the effect of customer orientation on sales turnover among exporting firms in Ghana, to examine the effect of customer orientation on the return on investments among exporting firms in Ghana, to examine the moderating effect of firm size and type of Industry on the effects of customer orientation on sales turnover among exporting firms in Ghana and to examine the moderating effect of firm size and type of Industry on the effects of customer orientation on the return on investment among exporting firms in Ghana.

The first object was achieved after running a regression analysis (ANOVA and COEFFICIENTS) in table 4.13. The study's findings clearly indicates that customer orientation alone did not have any significant impact on the sales turnover of exporting firms in the Greater Accra region of Ghana. This research's findings concur with those of Tuominen et al. (2022), who conducted an online survey and obtained 416 useful replies from companies that operate in export markets. Tuominen et al. (2022) discovered that two distinct strategic orientations that foster innovation are customer orientation and customer relationship orientation. Further explaining that neither customer relationships nor customer orientation directly affect business growth, Tuominen et al. (2022). It is the same the study findings that, customer orientation alone was not enough to affect sales turnover.

However, this study's findings contradict with that of Pettijohn et al. (2009). As Pettijohn et al. (2009) concluded that sales performance was influenced by customer orientation, the

findings of this study shown otherwise. But our findings also align with the study by Singh & Koshy (2011) with 249 small and medium sized Indian firms that showed that customer satisfaction and orientation was unrelated to sales.

The second research objective was to examine the effect of customer orientation on the return on investments among exporting firms in Ghana and it was achieved in table 4.10 and the results shown that customer orientation alone was effective enough to affect the return on investments of exporting firms in the Greater Accra region in Ghana. This finding agrees with the study by Tajeddini et al. (2006) considering the performance of SMEs in the Swiss watch industry. Tajeddini et al. (2006) shown that customer orientation has a positive effect on the return on investment of SME. But, the findings of this study disagree with the study by Chotekorakul & Nelson (2013), with 275 small specialty retailers of women's clothing in Bangkok. After Chotekorakul & Nelson (2013) had run a bivariate correlation, multiple regression coefficients, and hierarchical linear model coefficients concluded that a fashion retailer will have difficulty improving financial performance via customer orientation.

The third objective was to examine the moderating effect of firm size and type of Industry on the effects of customer orientation on sales turnover among exporting firms in Ghana. This study finds in table 4.13 that firm size and type of industry when used as moderators do cause a significant effect on sales turnover. The study's findings agree with the findings by Aduralere (2019) as Aduralere (2019) also established that firm size affects the sales turnover by firms in Nigeria. Nevertheless, Abeyrathna and Priyadarshana (2019) study with 20 manufacturing companies which have been listed in Colombo Stock Exchange (CSE) goes

contrary to the outcome of this study after Abeyrathna and Priyadarshana (2019) run correlation analysis and regression analysis.

The last objective was to examine the moderating effect of firm size and type of Industry on the effects of customer orientation on the return on investment among exporting firms in Ghana. The study finds that firm's size and type of exporting firm does not play any significant role in moderating the impact customer orientation has on return on investment. This finding in the study agrees with Sunaryo and Lestari (2022) who also established that the size of the company has no discernible impact on return on investment.

#### **4.11 Summary of the Chapter**

Chapter 4 was in various stages. The first stage was about the demographic information about the respondents. It included the gender, position, working experience, qualification. Male were majority of the gender as most of the respondents were from the bottom level management. Most were also having 3-5 years working experience with Bachelor degree qualifications. This chapter then looked at the descriptive analysis of customer orientation and firm size and type of industry. Then this chapter analysed the correlation among the variables and regression was then done to test the impacts that the variables had on each other. The results were then discussed.



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

A summary of the key findings is presented in this chapter, conclusion and recommendations. It also highlights study limitations and finally provides proposals for future research studies.

#### **5.1 Summary of Findings**

The research's main objective was to examine the effect of customer orientation on business growth among export firms found in the Greater Accra of Ghana. The study reported the results of the investigation obtained from exporting firms found in the Greater Accra region of Ghana. One Hundred and Fifty (150) copies of questionnaires were distributed among the respondents. The demographics of the respondents were categorized into gender, their positions, working experience and educational background. The gender of the respondents recorded a majority of males, with majority also among the middle management level. Then most had a working experience between 3-5 years whiles majority were Bachelor Degree holders.

##### **5.1.1 Customer Orientation and Sales Turnover**

The respondents agreed to most of the customer orientation statements. From the correlation matrix, there was a negative correlation between customer orientation and sales turnover. However, that negative correlation was rather a weak one. Also from the correlation matrix, there was no significant effect of customer orientation on sales turnover. The regression model also showed no significant effect of customer orientation on sales turnover.

### **5.1.2 Customer Orientation and Return on Investment**

From the correlation matrix, the correlation between customer orientation and return on investment was a weak negative correlation with a value of -0.180. The correlation matrix also shown customer orientation recorded a significant value of 0.028 with return on investment which was lower than the threshold of 0.05. That indicates that, customer orientation has a significant effect on return on investment. The regression model agreed with the correlation matrix as Customer Orientation had a “Sig” value of 0.033 which is lower than the threshold of 0.05. That interprets that, customer orientation alone does have a significant impact on return on investment of exporting firms found in the Greater Accra region.

### **5.1.3 Customer Orientation and Sales Turnover (Firm Size and Type of Industry)**

Most of the statements were agreed by the respondents’ whiles few were left undecided by the respondents. The correlation matrix showed a weak positive correlation between customer orientation and firm size and type of industry. Also, according to the correlation matrix, there is no significant effect of customer orientation on sales turnover with firm size and type of industry as a moderator. The regression model indicates firm size and industry type has “Sig” of 0.001 which is lower than the P-value of 0.05. That shows that the firm size and industry type, as a moderator, has a significant impact on the sales turnover of exporting firms through customer orientation in the Greater Accra region.

#### **5.1.4 Customer Orientation and Return on Investment (Firm Size and Type of Industry)**

The regression model shows firm size and type of industry has “Sig” of 0.094 which is greater than the P-value of 0.05. That shows that the firm size and industry type has no significant impact on the return on investment of exporting firms through customer orientation in the Greater Accra region.

#### **5.2 Conclusion**

The study concludes that, among the exporting firms in the Greater Accra region, customer orientation has no direct significant impact on sales turnover unless it is moderated by the firm size and type of industry. This shows the extent to which customer orientation affects sales turnover varies among the exporting firms according to their size and nature of business. But when it comes to return on investment, the study showed that customer orientation has a direct substantial influence on return on investment. Meaning, customer orientation affects the return on investment of exporting firms in the Greater Accra region in respect to their size or type of industry.

#### **5.3 Recommendations**

A recommendation is an actionable proposal or set of suggestions made an author based on the research findings presented in the thesis. Recommendations are typically aimed at addressing the research problem or question and may include suggestions for future research, policy changes, practical applications, or further actions that can be taken based on the

study's results. Recommendations serve to guide readers, stakeholders, or decision-makers in applying the research findings to real-world situations or advancing knowledge in the field.

In other words, a proposal or suggestion for an activity that should be made considering the results is known as a recommendation (Page et al. 2021). The recommendations from this study are of great interest to shareholders and investors of various exporting firms.

### **5.3.1 Recommendations of the study**

Based on the research conducted, the following recommendations were made.

Exporting firms in the Greater Accra region should pay much attention to other marketing concepts other than customer orientation if they want to increase their sales margin. Various marketing concepts like product differentiation, innovation of new products and advancing to new markets should be a priority to top managers ahead of concentrating on customer orientation. The study recommends that in the government's attempt to assist exporting firms to increase the value of products exported, should bring up policies that less focuses on customers orientation. And if shareholders, investors and government want to increase sales of exporting firms through customer orientation, other moderating factors should be considered as some might lead customer orientation into having a significant impact on sales growth and considering only customer orientation as a means to increase the sales would not prove beneficial as per the findings from this study.



Again, shareholders of exporting firms in the Greater Accra region should consider customer orientation if only they want to increase their return on their investments. This study recommends that shareholders should put up policies in getting closer to the customers and ensuring the customers do have a perfect knowledge on how to use their products. When shareholders are confident of putting in place better customer-based policies, they can confidently invest more in their firms as they would have higher return on their investment. The study further recommends other investors should look for exporting firms with better customer based to invest as those firms would provide better return on investment that those with less customer-based relationships.

Also, exporting firms in the Greater Accra region should pay much attention to the type of firm and size of the firm if they want to increase sales margin through customer orientation. If an exporting is already having a good customer-based relationship, they should pay much attention to increasing their size as the findings from this study show that much bigger firms benefits from customer orientation as a means of increasing their sales. Shareholders of exporting firms should target expanding their size only if they want to use customer orientation to increase their sales. The study recommends that in the government's attempt to assist exporting firms to increase the value of products exported, should aim to increase the size of the exporting firms if the firms already have a good customer-based relationship.

Last, investors who see of exporting firms in the Greater Accra region as a great venture should not bother into considering the size of the exporting firm or type of industry the exporting firms are into. This study recommends that, the investors should confidently invest

in any of the exporting firms as the size or type of industry has no effect on the return on investment. And the study also finds that exporting firms with better customer-based relationships have good return on investments. So according to this study, it is recommendable that all that investors need to seek for among the exporting firms are those with better customer-based relationships. The study further recommends that all shareholders of the various exporting firms in the Greater Accra region should target establishing a good customer-based relationship in respect to the exporting firm's size or nature of business.

### **5.3.2 Recommendation for further studies**

Studies should be carried out in the following areas:

- Further studies should be carried out on the impact of customer orientation on the sales and return on investments of exporting firms in the other regions in Ghana.
- Further studies should also be carried out on the impact of customer orientation on the sales and return on investments among the manufacturing firms in Ghana.
- Future studies can delve deeper into the long-term impact of customer orientation on sales turnover and return on investment for exporting firms in Ghana. By conducting this research, it would be possible to track the effects over an extended period, allowing for a more comprehensive understanding of the relationship
- Since some industries benefit more than others, future studies can focus on understanding the industry-specific factors that influence the effects of customer orientation on business growth. A more detailed industry analysis can provide valuable insights for firms in various sectors

- To improve customer orientation, future studies can investigate the internal and external factors that influence it. Understanding the drivers and barriers to customer-centric practices can help firms implement more effective strategies
- Given the growing role of technology in customer service and market analysis, future research could explore the impact of technology adoption on customer orientation and its effects on business growth. This is especially relevant in today's digital age.
- For exporting firms, it would be beneficial to conduct cross-cultural studies to assess how customer orientation varies across different markets and cultures in other regions. This can provide valuable insights for firms expanding internationally
- To further explore the moderating effect of firm size, future studies can analyze the specific mechanisms through which firm size impacts the relationship between customer orientation, sales turnover, and ROI. Understanding these dynamics can help firms of different sizes optimize their strategies.
- Future research could take into account the maturity of export markets. It would be interesting to see if the effects of customer orientation differ between mature and emerging markets and how firms should adapt their strategies accordingly.
- In-depth studies on competitive strategies employed by exporting firms can provide insights into how firms can stand out in the market. Investigating what differentiates successful firms from their competitors can offer practical guidance

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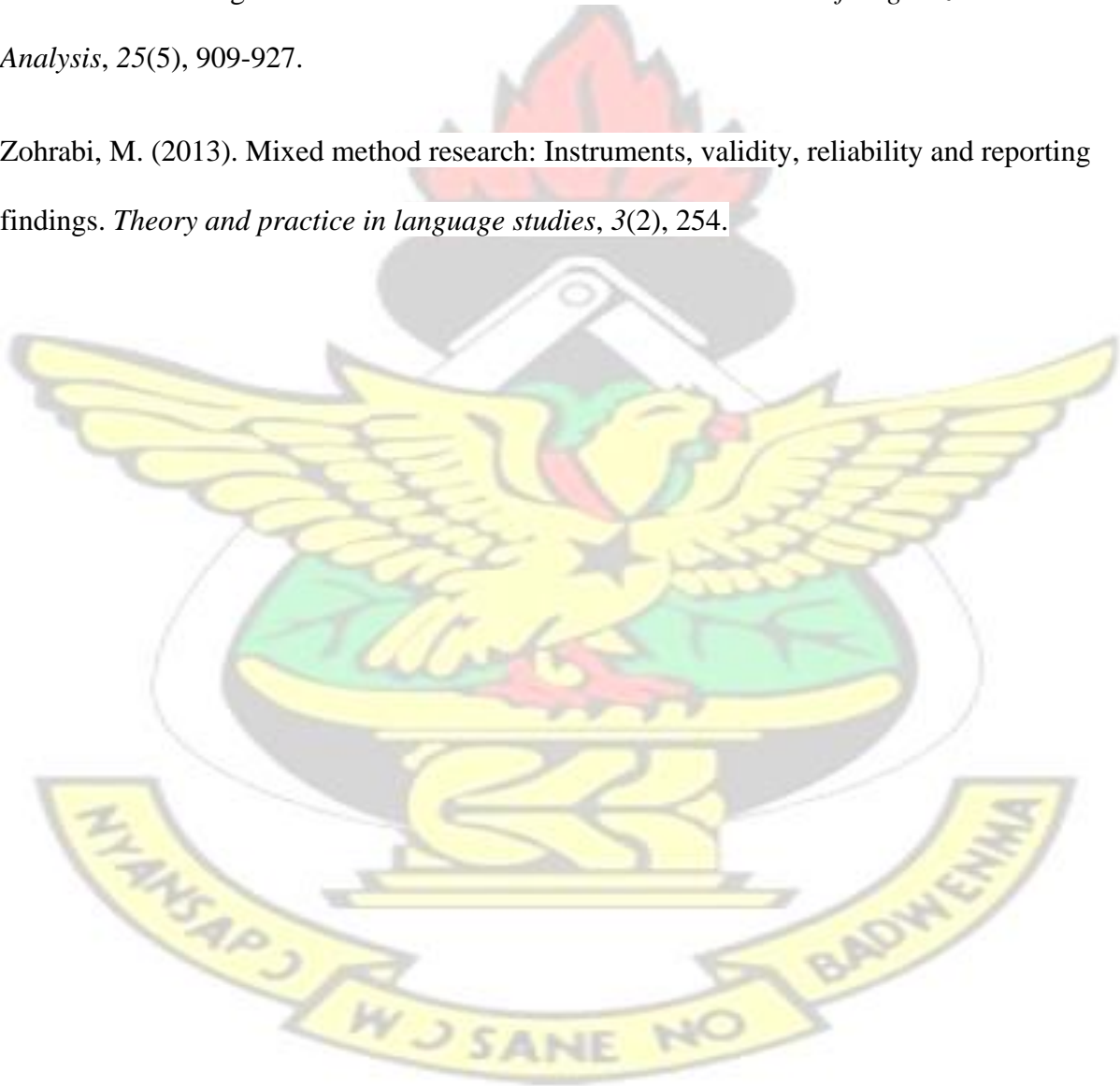
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# APPENDIX

## APPENDIX: QUESTIONNAIRE FOR RESPONDENT



KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KUMASI - GHANA

FACULTY OF MARKETING

This questionnaire is intended to solicit information on the Topic “**The Effect of Customer Orientation on Business Growth among Exporting Firms in Ghana**”. The research is purely meant for academic purposes and it is being conducted in partial fulfillment of the requirement for the award of Masters of Marketing. The researcher assures all respondents that the answers provided would be treated as confidential and anonymous

Section A. Characteristics of Respondents

Gender

A) Male

B) Female

Position

A) Top Level Management

B) Middle Level Management

C) Bottom Level Management

Working experiences

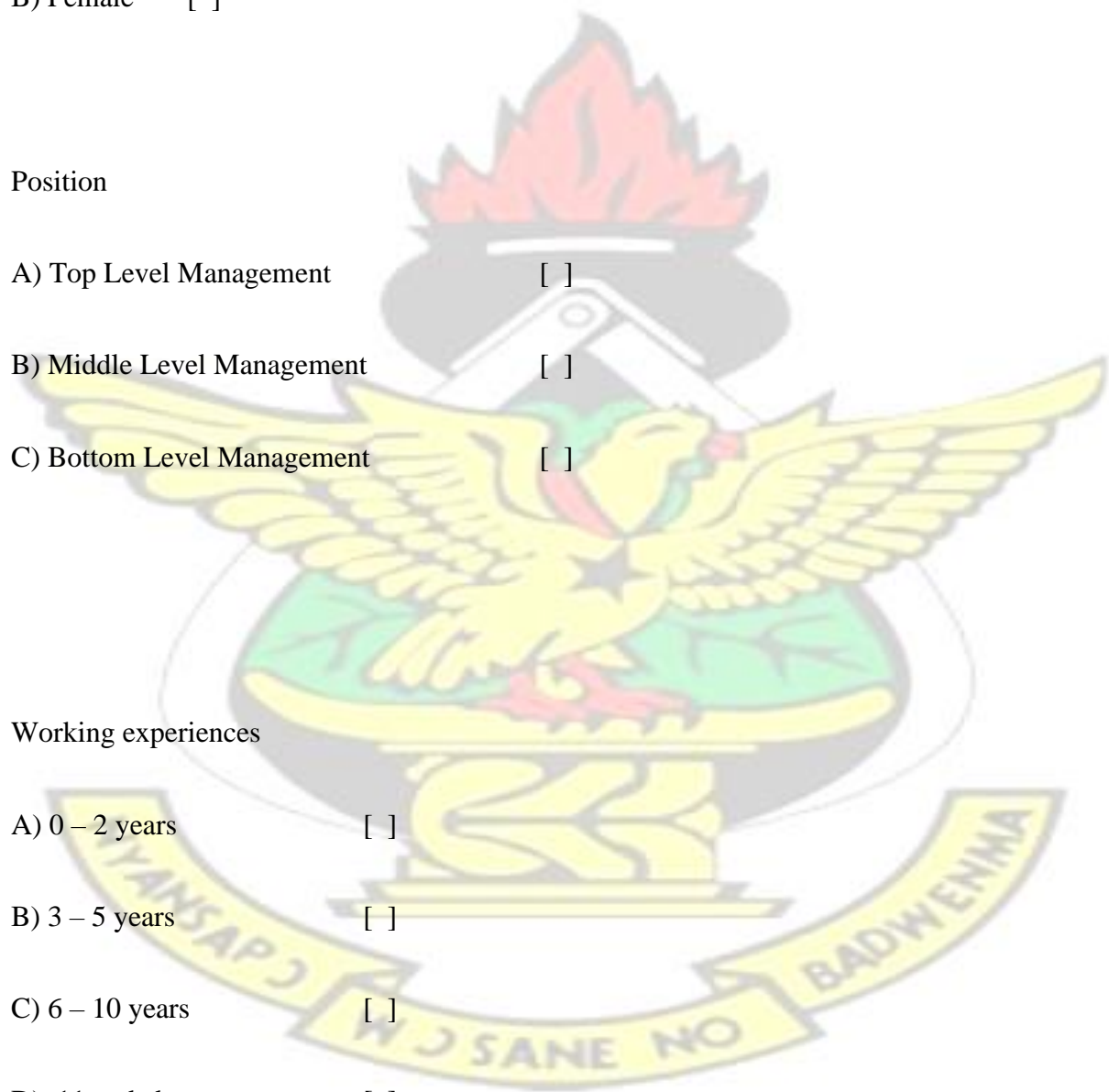
A) 0 – 2 years

B) 3 – 5 years

C) 6 – 10 years

D) 11 and above years

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Education background A) Diploma

B) Bachelor's Degree

C) Master's Degree

D) PhD

Section B. Customer Orientation

Kindly indicate the extent to which you agree to each of the following items from parts 1-3, using a Likert scale of 1 – 5 [where 1=**Strongly agree**; 2=**Agree**; 3=**Undecided**; 4=**Disagree** and 5 =**Strongly Disagree**].

S/N	Statement	1	2	3	4	5
5	We have routine or regular measures of customer service.					
6	Our product/service development is based on good market and customer information					
7	We know our competitors well					
8	We have a good sense of how our customers value our products					
9	We are more customer focused than our competitors					

10	We compete primarily based on product or service differentiation					
11	The customer's interest should always come first, ahead of its owners					
12	Our products/services are the best in the business					
13	This business exists primarily to serve customers					

Section C. Firm Size and Type of Industry

Kindly indicate the extent to which you agree to each of the following items from parts 1-3, using a Likert scale of 1 – 5 [where 1=**Strongly agree**; 2=**Agree**; 3=**Undecided**; 4=**Disagree** and 5 =**Strongly Disagree**].

S/N	Statement	1	2	3	4	5
14	Large firms do profit from economies of scale					
15	Overall, the larger firms do make head ways in the international market					
16	All international firms strive to increase in size					
17	Specific industries are attractive on the international stage					
18	Some industries benefit more than others					

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