

**INFLUENCE OF RELATIONSHIP MARKETING ON CUSTOMER
SATISFACTION WITH COMPANIES IMPORTING AND
DISTRIBUTING PHARMACEUTICAL PRODUCTS IN NAIROBI,
KENYA**

BY

MERCY CHRISTINE OYUGA


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DECLARATION

Student Declaration

This research project is my original work and has not been presented for a degree in any other university for an academic award

Sign... Date 21/11/2022.....

Mercy Christine Oyuga

REG. NO D61/80816/2015

Supervisors' Declaration

This research project has been submitted with our approval as University Supervisors.

Sign..... Date...21/11/2022.....

DR. Catherine Ngahu

Faculty of Business and Management Sciences

University of Nairobi

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DEDICATION

I dedicate this Research Project to my dear daughter Maya Marion Akinyi.

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ABSTRACT

In the current competitive marketplace where various businesses are competing for clients, relationship marketing has become a constituent useful in customer satisfaction and as customers retention bait, a vital differentiator and business strategy distinguishing successful organizations. The study thus sought to establish the effect of relationship marketing strategies on customer satisfaction of companies importing and distributing pharmaceutical products in Kenya. The theories anchoring the study include commitment trust theory, relationship marketing theory and the social exchange theory. The study undertook both the empirical and theoretical review where the concept of relationship marketing was analyzed. The study adopted a descriptive cross-sectional research design. All the 38 large manufacturing firms that import and distribute pharmaceutical products as registered Kenya Association of Manufacturers (KAM) were considered for the research. Primary data was obtained via self-administered questionnaires. The response rate was 84% from 32 pharmaceutical firms. The data collected was edited and coded into the SPSS software version 23 to generate both descriptive and inferential statistics. The findings were presented using tables. The descriptive statistics findings on the relationship marketing recorded average means of

3.91 in a five-point Likert Scale implying that the strategies have been implemented to a large extent by the import and distributing pharmaceutical firms in Nairobi, Kenya. The regression analysis findings revealed a statistically significant effect of relationship marketing on customer satisfaction as shown by significance level of 0.002 which is <0.05 . This affirms that the model is statistically fit as an estimator of customer satisfaction. The coefficient of determination (R^2) 0.269 value implied that 26.9% of customer satisfaction of import and distributing pharmaceutical products in Kenya is attributed to relationship marketing. The regression coefficient results, further revealed that a unit increase in relationship marketing by 0.417 triggers a positive and statistically significant variation in customer satisfaction. The study recommends that the firms ought to consider organizing sensitization workshops to train the employees on relationship marketing strategies facilitated by experts in the field of marketing. This may also be realized through emulating good practices from successful corporate companies which are known for exemplary services and customer satisfaction. Customer satisfaction may also be achieved by selling products of quality, safe, meet the expectations of the customers and all other necessary requirements as stipulated in the pharmacy and poisons board act.

LIST OF ABBREVIATION AND ACCRONYM

ATM	Automated Teller Machine
CBO	Congressional Budget Office
CRM	Customer Relationship Management
CS	Customer Satisfaction
GSK	GlaxoSmithKline Nairobi
KPPB	Kenya Pharmacy and Poisons board
MNC's	multinational corporations
RM	Relationship Marketing
SPSS	Statistical Package for Social Sciences

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Relationship marketing has developed into an ingredient useful in customer satisfaction and as bait in customer retention in the current competitive market where many businesses are competing for clients, a vital differentiator and business strategy that differentiates successful organizations (Blaga, 2012). Firms that successfully implement relationship marketing and prioritize their clients are in a position to enhance customer satisfaction (Kumar, Kee, & Manshor, 2014). Developing consumer relationship brings about mutual benefits for both the establishment and client (Rapp & Collins, 2010). Through relationship building, the establishment can similarly obtain quality sources of marketing information for the enhancement of their strategic marketing plan (D'mour et al., 2016).

The theories selected to support the study include: commitment trust theory (CTT), relationship marketing theory (RMT) and the social exchange theory (SET). Morgan and Hunt (1994) Commitment trust theory, which describes commitment and trust of individual as essential for a relationship management and for successful relationship marketing is the ability to condition others and not power to force customers to ascribe to a given product. The relationship marketing theory by Adriana Payne, was introduced in 1995. It states that the usage of the traditional tools for the purpose of creating long-term relationship, ensure that the company delivers customer values, strengthen establishment-client relations in order to satisfy clients hence their retention (Ballantyne, Christopher & Payne, 2003). Lastly, the social exchange theory by Homans and Blau (1964), state that the relationship between two or more parties for the purpose of implementing cost-benefits and regulating the risk and benefits at hand.

The pharmaceutical database by the African Business Pages (2019) shows that, prescription drugs account for 78% of the market sales with over the counter drugs sales. The Kenya pharmaceutical industry is segmented into 3, the manufacturers, the distributors and the retailers. The different pharmaceutical distribution companies in Nairobi comprise of GlaxoSmithKline Nairobi (GSK), which is reported to be Kenya's leading pharmaceutical suppliers with a percentage of 12% in market shares. This high percentage in shares garnered by GSK in the market is due to their popularity in anti-effectives which account for 42% of all revenues generated through prescriptions (Kenya Medical Directory, 2018). Other major pharmaceutical companies in Nairobi known for sales include the Beta health care pharmaceuticals, Cosmos limited and Dawa pharmaceuticals.

Although literature in relationship marketing exists, studies on the relationship marketing strategies linked to pharmaceutical firms remain dismal. The need to establish the ways in which importers of pharmaceutical companies can proactively understand aspects of consumer behavior so as to increase sales and obtain a competitive advantage is one of motivators of conducting this study. This is especially by the analyzing the means of building and maintaining a working relationship and the acquisition of trust through the means of customer engagement channels of communication provides a curious such into the means through which one-off purchases can be minimized.

1.1.1 Relationship Marketing

Relationship marketing (RM) is the practice of developing long-term associations with the potential as well as existing clients in order for both seller and customer

engage towards mutual set of particular objectives (Azizi, Bagherzadeh & Mombeini, 2014). Buttle (1996) defines relationship marketing as the practice of creating, upholding and improving strong clients-stakeholders relations. On the same note, Aka et al., (2016) posits that RM is a concept of undertaking business in which focus is maintained in keeping current clients instead of new customers. The main aim of RM is to preserve and strengthen mutually beneficial relations with existing clients. For the achievement of these goals companies need to identify the needs of clients and handling them as service associates, making sure that staff satisfy their needs; and may necessitate staff to utilize initiative away from establishment customs, and offering clients the unsurpassed imaginable quality, as per individual requirements.

RM leads to the creation of win-win relationships which maximize on the satisfying as well as retaining clients. In addition, relationship marketing initiates profitability through preserving a long-term association with clients, it results to goodwill through word of mouth which in lowers customer acquisition costs and in turn yields higher profits. Firms also obtain an overall increase in sales and volume profit since relationship marketing enhances brand loyalty (Baharun, 2013). The consistent preferential treatment of customers towards a firms products, results to the developing a long-standing customers-establishment relations thereby boosting sales and enhancing firm performance. Firms are also able to anticipate customer's wants and those with similar needs, taste and interest thereby they can be able to anticipate them and offer products that match their buyer's needs.

Azizi et al. (2014) notes that successful RM will result in these positive results such as a greater proportion of contented clients, increased client loyalty, a view on the

portion of an organization's clients that it is presenting superior quality commodities and enhanced sales. The characteristics of RM include commitment to maintaining a long-standing relation with the customer base, understanding clients' expectations and building trust between the firm and its customers.

1.1.2 Customer Satisfaction

According to Schiffman (2010) customer satisfaction (CS) relates to the degree of reaching or surpassing client's anticipations and needs. It's also a state by which a customer feels that the features of a product are compatible with his or her expectations. As stated by Naderian and Baharun (2013) CS is dependent on consumer fulfillment response thus a consumers' overall evaluation of positive affective products of a given category. Generally, CS is a superior predictor of intents of product repurchase and therefore a contented client is not expected to abscond but to remain loyal to the establishment for a lengthy period and to purchase to a greater extent repeatedly than other. Samadi (2011) points out that companies that do not have the capacity to meet their clients' anticipations are not able to stay in the market for long.

According to Biesok and Wyród-Wróbel (2018) it's easier for a company to fulfill the long desires and need of clients by the company bringing itself closer to clients. They further connote that customer satisfaction and customer gratification go hand in hand. The provision of desirable value earns customers satisfaction in products or services, "Satisfaction" in this case is depicted as the expressed opinion or judgment of a customer and is the reflection of the gap between the visions of the product expected versus that which was delivered. In addition, customers do not pay for products in their physical sense rather they pay for the value they anticipate thereof and this has n influence in customer satisfaction.

The indicators of customer satisfaction are dependent on consumer's decisions which are influenced by economic, demographic and psychological factors. Bataineh et al., (2015) pinpoints that the quality of relationship measures CS since it places focus on satisfying the needs of client in relation to the success of the relationship. The relationship quality is the measure to which the customers are enthusiastic to maintain relations with the sellers.

1.1.3 Pharmaceutical Companies in Nairobi

Pharmaceutical companies in Nairobi are characterized by local and international companies. These companies have established shop for marketing as well as distributing Pharma products in Nairobi Kenya. The Pharma encompass the manufacturers, agents, and distributors. Different multinational companies are located in Nairobi such as pharma sell, Ella Lilly, Bayer, Pfizer, Menarini, Novartis, Novo Nordisk, ripple pharmaceuticalsa and cosmos. While local Pharma include; Laboratory and Allied Ltd, Dawa Pharmaceuticals, Sphinx Pharmaceuticals and medical Kenya limited (KAM, 2018). The Pharmaceutical companies are regulated by the Kenya Pharmacy and Poisons board (KPPB).

The function of KPPB has been to guarantee efficient order management as well as prompt order deliveries to customers. The marketing of pharmaceutical products are usually differentiated from the other forms of marketing. This is due to the fact that the consumer is different from the targeted client, the doctor. The categorization of drugs as emergency products thus makes their access difficult. With this in mind clients do not purchase them whenever they wish; rather, they buy because they are compelled to. The marketing of drugs is complicated since not many consumers know the features of

the medicines they purchase and these results in the need of creating strong relationship marketing strategies (Kalunda & Kabiru, 2012).

1.1.4 Companies Importing and Distributing Pharmaceutical Products in Nairobi

The pharmaceutical industry in Kenya is a product of warehousing and distribution of pharmaceutical companies most of which are located in Nairobi. Kenya is a significant element in pharmaceutical supply chain management and plays the important role of ensuring that medical products are stored in pharma compliant warehouses and transported to the patient in the required conditions in a cost efficient and timely manner, through the supply chain. According to Weru (2014) the leading pharmaceutical In Kenya, companies such as Imperial Health Sciences, Philips Healthcare and Surgipharm Ltd are among the leading pharmaceutical warehousing and distribution service providers. These warehouses are fully pharma compliant and comprise of a total of 6 warehouses which are certified by the KPPB.

The key players in the industry of importing and distributing pharmaceuticals include multinational corporations (MNC's) for instance Bayer, GlaxoSmithKline, Aventis, Pfizer as well as local firms for instance Cosmos Pharmaceuticals, Dawa Pharmaceuticals Ltd and many more. Due to the competitiveness of the pharmaceutical business, most of the pharmaceutical activities are characterized by price wars (Healthcareinkenya.com, n.d). This is due to the fact that revenues exceed investments by 20% which is profitable and therefore pharmaceutical companies rely on government guidelines to establish the pricing model. When the pricing model is unsustainable and favors those producing at realistic prices, some establishments have

embraced credit sales as a tactic for their survival. Therefore, good practices with regards to credit risk management are key for the business.

In spite of the great revenues in the pharmaceutical business, bad-debts are similarly predominant, hence ought to be dealt with for the survival of these establishments. Because of the growing variation in the kinds of counterparties as well as the kind of obligations, credit risk management has taken the front position of risk management undertakings of the non-financial services industry establishments.

1.2 Research Problem

According to Muasya (2014) the sustenance, growth as well as stability of an establishment is subject to the relationship that the establishment has with its customers. This makes it evident, that establishments, that want to cope with competition, ought to offer indispensable and distinctive provisions to their clients, for the satisfaction of their needs. CS is thereby influenced by the frame of mind related to the buying process, the ambience and its influence before and after purchase. According to Baines (2010), the biggest challenge facing pharmaceutical companies is the production of generic drugs. Millions of dollars in investment are estimated to be injected into the production of original drugs however; Literature shows that these pharmaceutical companies only enjoy this diligence and investment whereas their exclusive rights are working.

Upon the expiration of the patents, the makers of generic drugs undercut the huge profit margins by manufacturing lesser cost drugs which mostly are considered spend a lot of money (nearly \$802 million projected by the Congressional Budget Office, (CBO) from product discovery to introduction. In 1976 the approximation was \$137 million dollars and after nearly fifteen years it had surged to \$445 million dollars. This explains that

due to low disposal income, numerous health reforms and tough economic times, most people have shown preference for generic drugs. Generic drugs are considered more attractive to most consumers especially those who are keen on managing costs. Consumers and insurance companies have therefore catered for the demand of low cost pharmaceutical products and as a result generic drug makers have recorded massive product sales (Banes, 2010).

Globally, a study by Bataineh et al., (2015) on the bearing of RM on customer retention in the pharmaceutical business in Jordan shows that communication significantly affects relationship marketing both positively and negatively. This research presents a contextual gap as it was done in a developed context whose operating environment is different from Kenya. Conversely, Al-Hersh and Saaty (2014) conducted a research on the bearing of customer RM on CS of the Arab Bank Services in KSA and Jordan. The research focused on the banking sector and thus the conclusions might not hold in the pharmaceutical industry. Dunmade and Ibojo (2016) conducted a study on the impact of RM on CS: a case study of the undergraduate students in a private university, oyo state, Nigeria. The research presents a methodological gap as it was qualitative in nature and therefore need for a quantitative study to complement the findings. Khan and Saeed (2016) conducted an investigation on the bearing of RM on client loyalty in the Pakistani banking industry. The study presents a conceptual gap as the focus was on client loyalty which is a different concept from CS.

Mwalimu (2015) undertook a research on the bearing of relationship marketing on the competitiveness of the Kenyan commercial banks. This study presents us with contextual gap as it focused on Kenyan commercial banks rather than pharmaceutical firms. Kibeh and Wanjiku (2015) undertook a research on the RM and client loyalty in mobile telecommunication business in Nairobi, Kenya. The research offers contextual

and conceptual gap since the dependent variable was client loyalty and the context was mobile telecommunication which is different from pharmaceutical firms. Mita (2018) conducted a research on the effects of RM on client loyalty in SPA and wellness services in Nairobi County. The study provides contextual and conceptual gap since the dependent variable was client loyalty and the context was mobile telecommunication which is different from pharmaceutical firms. Wamaitha (2018) focused on the effect of sales management on performance of pharmaceutical manufacturing firms in Nairobi County. Although this research focused on pharmaceutical firms, it presents a conceptual gap as the focus was not on RM and CS. The studies reviewed present us with a research gap on relationship marketing impact and customer satisfaction. Thus, this research sought to bridge this gap by answering the following research question: what is the influence of relationship marketing on the CS with companies importing and distributing pharmaceutical products in Nairobi, Kenya?

1.3 Research Objective

To establish the influence of relationship marketing on customer satisfaction with companies importing and distributing pharmaceutical products in Nairobi, Kenya.

1.4 Value of the Study

The research conclusions will be greatly useful to the administration of different pharmaceutical companies that import drugs. In addition, the finding of the study will guide the management on how to create meaningful relations that will benefit stakeholders including the government, hospitals and the general public. The outcomes of research will also help the management of different pharmaceutical companies to formulate strategies that can nurture great relationships between them and their

customers. This will enable them to pay attention more towards customer satisfaction and make them meet their need efficiently.

The conclusion of the investigation will augment meaningful information to the existing body of knowledge and provide new insights into the relation between RM and CS when consuming pharmaceutical products. The study will also seek to identify the prevailing knowledge gaps in the works in a bid to come up with new knowledge that will seek to address these gaps. Knowledge from the study findings will also be used in the triangulation of new theories that will inform the theoretical body of knowledge and be resourceful to scholars by highlighting simpler ways for them to understand the interrelationship of the same

To policy makers in the industry, the findings from the research will form the basic guidance for the formulation of policies that will enhance the regulation of different aspects of pharmaceutical products and influence positive relationship between to the consumers and the product providers. In addition, the study will enhance the implementation of policies that will lead to the creation of an environment that is conducive for fair practices in the sale of pharmaceutical products. This would establish customer loyalty and thus boost the sales while enhancing CS.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This part illustrates a review of linked works on the theme under investigation offered by numerous scholars, researchers, theorists and biographers. The part also contains materials that the researcher has drawn from numerous sources that are very much linked to theme and purpose of the investigation. This has enabled the researcher to gain knowledge from proceeding investigation and establish other valuable material to support the investigation. The chapter entailed three sections, section 2.2 the theoretical review whereby three theories were discussed in relation to the study topic. Section 2.3 the empirical study, whereby different studies which are related to the topic were illustrated and finally the review of the research gaps.

2.2 Theoretical Review

The following segment entailed three theories which are relevant in understanding the study topic. The theories include; commitment-trust theory, relationship marketing theory as well as social exchange theory.

2.2.1 Commitment-Trust Theory

The theory was propounded by Morgan and Hunt (1994), whereby, it was described as the commitment and trust of individual are essential for a relationship management and for successful relationship marketing is the ability to condition others and not power to force customers to ascribe to a given product. Commitment and trust encourage relationship marketing hence customer satisfaction, it also reduces the risk of investors to invest since they have an assurance of ready market. Neither commitment nor trust can exist independently, they have to exist together for archiving efficiency, productivity, and effectiveness (Thorelli, 1986). The theory was later modified by

Morgan and Hunt (1994), whereby they explain that commitment trust theory revolves around forming and preserving effective relationship in exchange marketing. They explained that, the theory more focuses on putting marketing relationship in practice, it was also accompanied with the ten forms of relationship which include, consistency, physicality, sensitivity, communication, courtesy, access, credibility, competence, security as well as getting to know about clients. The theory suggested that, for effective relationship market, there must be dependence and obligation of the customers (Morgan & Hunt, 1994).

The theory is relevant since it in elaborates the presence of commitment and trust as relationship market strategy in achieving customer satisfaction. Firms can use the commitment-trust theory as a relationship market theory for the purpose of increasing their competitive advantage through customer satisfaction. This paradigm does not focus on service quality as an aspect of RM. It similarly does not link the several aspects of RM to client retention. Particularly, it has not elucidated in what manner RM impinges on client retention.

2.2.2 Relationship Marketing Theory

The paradigm was propounded by Payne (1995), which states that the usage of the traditional tools for the purpose of creating long-term relationship, it is the purpose of the company to ensure that the company delivers customer values, strengthen the establishment-client relationships for the purpose of CS hence retention (Ballantyne, Christopher & Payne, 2003). Omumia (2010) asserted that, the goal of RM is to establish, maintain and improve the establishment-client relationships for the purpose of fulfilment of each party needs, relationship marketing requires mutual agreement between the parties and promises should be met. For financial performance, has

indicators for financial health in the institutions, such as: financial ratios, example return on assets (ROA), return on investment (ROI) and return on equity (ROE).

Relationship marketing theory is pertinent in CS as well as retention, since it shows the significance of relationship between the customer and the firm within a period of time. It also allows the company to utilize the available resources they have to increase profit through customer satisfaction hence retention. McDonagh and Fitchette(2011) argues that the theory faces critics since it mainly focuses on the loyal customers as the gaining party and fails to address the needs of the upcoming customers who in this case are adding value to the company's performance.

2.2.3 The Social Exchange Theory

The paradigm was propounded by Homans and Blau (1964), whereby they explain the relationship between two or more parties for the purpose of implementing cost-benefits and the regulate the risk and benefits at hand. In economics, the parties involve benefits either by the provision of goods in exchange to the value, this entails building on relationships between the buyer and the seller, such as friendship, professional and ephemeral relationship which are built simply by just enhancing good communication (Emerson, 1976). Kibeh (2015) expounded that the theory entailed that the customers focus at maintaining the relationship with the firm since they are rewarded with quality services provision in return. They also suggest that the customers will decide whether or not to retain the relationship market due to the past experiences they have retained in time. The persistent assessment of social and economic outcomes between a series of interactions with current partners and available alternatives influences a person's level of commitment to the present relationship.

The paradigm is pertinent to this investigation as service experiences may be regarded as social exchanges with the client-service provider relationships being an essential aspect of satisfaction as well as giving a solid purpose of lasting bond. The paradigm enables a firm to understand how they can use the social exchange theory for the determination of firm development and growth. The theory fails since it decreases, social relations to coherent process that result from economic growth. Also, the paradigm encourages transparency for the purpose of gaining trust but it is a critique since transparency is not the best option all the times.

2.3 Empirical Literature Review

Global studies conducted regarding RM and CS comprise: Al-Hersh and Saaty (2014) conducted a research on the impact of customer RM on CS of the Arab Bank Services in KSA and Jordan. The aim of this investigation is to examine the bearing of Customer RM on CS in Banking Industry in KSA and Jordan. The investigation adopted the primary data collection method, whereby an e-mail questionnaire was originated and disseminated to 500 clients of Arab Bank in KSA and Jordan, generating two sample groups of respondents. 151 questionnaires that were collected were deemed valid. The results indicated that, there was medium to high degree of customer RM aspects such as commitment, reliance, understanding, bonding among others which are essential for customer satisfaction and also the customers attitudes towards the customer relationship marketing dimension was also discovered in the two samples. It also indicates the impacts of the customer relation market on customer satisfaction such as age, gender and education level. In conclusion, the Arab banks should adopt the customer relationship marketing in various branch of theirs to ensure that they have achieved customer satisfaction.

Bataineh and Shoter (2015) conducted an investigation on the bearing of relationship marketing on client retention in the pharmaceutical business in Jordan. The investigation aimed at verifying the bearing of RM on the client loyalty or retention in the Pharmaceutical business in Jordan. The investigation adopted primary method of data collection whereby, a sample of 500 pharmaceuticals were involved and questionnaires were employed in data collection. According to the results, communication is important in defining the quality of relationship quality, significantly seller expertise has a positive bearing on the quality of association between the establishment and the customer. The outcomes of the impact of relationship quality on client retention, pointed out a positive and important impact of client satisfaction and commitment, whereas trust bears unimportant consequence on client retention. In conclusion, it is important that the firm understand what they should employ to ensure customer retention, this will enable them to increase their competitive advantage hence performance.

Dunmade and Ibojo (2016) did a research on RM impact on CS: context of the undergraduate students in a private university, Oyo state, Nigeria. The intention of the research was to investigate RM effects on CS, with undergraduate students in a private university. It also encompassed other objectives such as to ascertain the effect of RM to client relation, the degree at which trust impinges on customer relation and finally to verify the bearing of competence and longstanding relationship on CS. The research adopted both primary and secondary approaches of data collection whereby, secondary data entails records of the University's of the past and primary method of data collection entailed the use of questionnaires that were relevant in collecting information from the respondents. Data analysis was through inferential as well as descriptive statistics and

hypotheses were verified by way of Pearson correlation as well as multiple regression analysis. The outcomes indicated that, 1% change in RM will bring about 81.1% change in CS. Additionally, a 1% change in trust will bring about 72.2% change in CS, and finally, the R² value of 0.604 points out that competence and longstanding relations both constitute 60.4% of the change in CS. The investigation hence determines that RM bears a positive link with CS, and hence impinges on CS to a great degree.

Khan and Saeed (2016) performed a research on the bearing of RM on client loyalty in banking industry in Pakistan. The paper sought to pursue RM practices the impact of for instance (Trust, Commitment, Communication, Competence and Customer Satisfaction) on customer loyalty in Banking Sector of Pakistan. The study adopted the primary method of data collection, whereby 150 questionnaires were used as data collection instruments. Statistical analysis is performed on the data by way of multiple regression analysis and reliability test. The investigation's findings indicated that, RM practices such as trust, commitment, communication, competence and CS have a positive bearing on the customer loyalty. The following factors are also drivers of customer loyalty to the firm's products. In conclusion, the study recommends that to retain long run client loyalty, banks should consider RM as a core strategy. Hence, RM is key for banks' survival in current intense competition.

Studies conducted in Kenya regarding RM and CS include: Owich (2013) performed a research on RM impact on client retention in the Kenyan banks; Context of the Bank of Africa. The purpose of the investigation was to verify the link between relationship marketing and customer retention in Kenyan banks. The study used descriptive research design where by it targeted a population of managers, bank staffs and account holders. Sampling was used to get the population sample purposive as well as simple random

were used. The investigation utilized purposive sampling to obtain 16 managers and 24 general staffs while simple random was used to obtain 40 account holders respondents. The research gathered primary data through semi-structured questionnaires. The findings indicate that, RM was very key in defining the banks' performance, banks tend to adopt to different RM strategies such as the access convenience, customized services, as well as E- Banking solutions utilization (technological). It too discovered RM impacts that has a bearing on the CS, they include, better customer care services, suitable bank/ATM location, constant product reviews on offer so as to concur with clients' shifting lifestyles, better rate of pricing, personalized banking, better services with diversified products, and mobile and internet banking services use in bringing services closer to clients. Finally it established the factors that enhance customer value and improves the performance of the firm, they include, open, honest and regular communications; enhanced ethics and trust between the clients and the direct sales representatives; suitable customer knowledge and liberal friendship in retaining existing clients; enhanced quality services by keeping promises to customers; maximum and continuous customer satisfaction; and developing and preserving long-term client relations that affected the profitability of a bank. In conclusion, the RM strategies not only increase customer satisfaction, but also loyalty, absorbs the risk shocks and also attracts customers hence performance of the firm.

Mwalimu (2015) undertook a research on the bearing of relationship marketing on the competitiveness of the Kenyan commercial banks. The investigation aimed to investigate the bearing of RM on the growth in the Kenyan commercial banks. The investigation adopted the cross-sectional survey among the Kenyan commercial banks, whereby, 47 banks were examined by usage of purposive sampling, only one relationship managers was selected to be part of the study, therefore 47 respondents

were involved. The study adopted both primary and secondary methods of data collection. The primary method entailed, utilization of questionnaires administered to the respondents and the secondary method entailed an analysis of obtainable works on the theme under investigation and the Kenyan banks. With the use of the Statistical Package for Social Sciences (SPSS), data was coded and analyzed. The analysis entailed descriptive statistics as well as content analysis. According to the findings, customer trust, organizational culture, quality services and information technology each has influence on the banks market share index and each variable is very important in increasing the banks competitiveness through CS. Summing up, the investigation recommends that for the purpose of ensuring customer satisfaction and hence competitiveness, the bank should employ skilled relationship.

Kibeh and Wanjiku (2015) undertook a research on the RM and client loyalty in mobile telecommunication business in Nairobi, Kenya. The purpose of the paper was to, scrutinize the link between customer RM and client loyalty in mobile telecommunication business. Descriptive research design was utilized to this research and the total of four telecommunication companies were used as the population study. By usage of the stratified sampling technic, a sample size of 348 respondents were sourced. The study adopted primary data collection method whereby, semi-structured questionnaires were used and data analysis was by way of descriptive statistics as well as simple regression analysis. The findings indicated that, the service quality is individually observed by clients during the dealings with an establishment and bears key influence on clients' assessment of service quality; effective articulation of pricing strategies and flexible pricing for different services provided are key in client loyalty; positive brand image allows an establishment to communicate its brand value to customers and similarly develop promising client loyalty amongst individuals.

Companies that operate in an environment with a price based competition are reliant on their big size and with small degree of personnel-client relations are likely to undergo shocks in their profitability as well as market positions. Though huge investments on interactive strategies for instance developing trust, commitment, communication as well as contentment can turnaround the shocks.

Mita (2018) pursued research on RM effect on client loyalty in SPA and wellness services in Nairobi County. The investigation aimed to verify if the services offered by the SPAs are of quality and the effects they have on customer loyalty or satisfaction. The researcher targeted total of 24 spas and wellness centre in the city of Nairobi, by targeting 988 respondents. Simple random sampling was utilized to pick 25% of the respondents from the Spa and wellness centers in Nairobi County. Data analysis was by way of the descriptive and inferential statistics to generate graphical and numerical description. The findings indicate that, there are various relationship marketing strategies such as the personalized services, electronic relationship which are recognized to increase customer loyalty to a certain spa and wellness services in the city. He explains that, giving the customer the freedom of expression to the services that they have received works so well in firms which main products are services and enables them to improve their service delivery since customer satisfaction is the main addiction for competitiveness through customers' loyalty. In conclusion, for firm to increase their customer satisfaction, they should adopt the relationship marketing strategies which are essential for the competitive advantage.

2.4 Summary of the Research Gaps

Mwalimu's (2015) research failed to exhaust the various types of the relation marketing strategies which may be useful in providing insights on the relationship marketing and

the influence it bears on CS of the commercial banks of Kenya. Limiting oneself to a number of mentioned relationship strategy becomes a barrier of diversifying the study to a number of possibilities to customer satisfaction. Purposive sampling was used in choosing respondents and thus the study findings cannot be generalized.

Mita (2018) research on the effects of RM on client loyalty in SPA and wellness services in Nairobi County failed to include the relevance of employee relationship at the spa and wellness service providers in Nairobi contributes highly in the customer satisfaction and it is also a relationship marketing strategy. Also, the study does not include the role of the management in ensuring that the relationship marketing is achieved, only the workers and clients are interviewed and not the management. Finally, the study has generalized its findings, which is biased information since not all spas and wellness services providers are different around the globe.

Owich (2013) study, faces limitation since it generalizes the findings that it has obtained over time, this becomes a barrier since not all banks function the same as the Bank of Africa in Kenya, and different banks have their different functioning systems. Also, the study was overwhelming because the researcher had to undertake the investigation together with official responsibility at the workplace and other individual as well as social obligations.

The empirical review looks at both local studies and international studies. These studies have majorly focused on customer RM on CS, retention and competitiveness of the commercial banks. These studies were based on banking industry, private universities, mobile telecommunication industry and SPA and wellness services. Therefore, the

review presents a contextual gap since an investigation on RM on CS has not been done in Kenya with regard to Pharmaceutical industry.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this part, discussions were done based on the methodology adopted for data collection. This chapter gave guidance to the researcher on the data collection methods and analysis. This chapter had four sections, section 3.2 which entailed the research design adopted, section 3.3 population, section 3.4 the data collection method and lastly section 3.5 covered the data analysis section.

3.2 Research Design

Kirshenblatt-Gimblett (2006) defined research method as the general approach that chosen to incorporate the various aspects of the investigation in a comprehensible as well as logical manner, thus, making sure that the research problem is effectively addressed; it entails the outline for the gathering, measurement, as well as analysis of material.

The study adopted the descriptive research design, was defined by Trochim (2007) as the numerical representation that are used for the purpose of summarizing data. They could be either qualitative or quantitative. The researcher adopted descriptive research design because it is less prone to errors due to its accuracy, a large quantity of data can be analyzed by use of descriptive design since the researcher is focusing on Nairobi which has many pharmaceutical products. Also, descriptive design can be employed in the analyses of both qualitative and quantitative data hence reliable and finally, since the researcher does not want to interfere with the normal functioning of the pharmaceutical companies, usage of this method is adopted since it entails observation only and ensures confidentiality of information.

3.3 Population of the Study

According to Polit and Beck (2010) a population is the aggregation of cases which have to be scheduled in a certain set of criteria that is entirely designated. In this case the target population was the reference point from which a researcher can make generalizations especially from the aggregate cases. A population of study can also be defined as a group of people or items that are situated in a given geographical location and are involved in the research topic.

In this case, the populations of study are companies which import and distribute pharmaceutical products in Nairobi, Kenya. In this case, the population of study was the 38 pharmaceuticals (KAM, 2021). Census was conducted.

3.4 Data Collection

The investigation adopted the primary data collection method since it is observing originality and also it is accurate hence no errors. Instrument to be used in this model is the questionnaire. The research questionnaire comprised three sections, where section A covered the background of the respondent, section B entailed the relationship marketing while section C were questions on customer satisfaction. The questions on the questionnaire were based on theoretical literature and previous studies reviewed. These questions were based on study objectives and context of study.

The questionnaires were issued to respondents that are assumed to have sufficient knowledge on relationship marketing and customer satisfaction. These respondents were customer care manager or relationship manager or their equivalent. The questionnaires were issued conveniently to the respondents via drop and pick or via email and do a follow up via phone call.

3.5 Data Analysis

Data collected was tested for completeness whereby repeat calls were done for data that were incomplete to preserve the number. Classification and coding were then undertaken and data subjected for analysis to SPSS version. Both descriptive and inferential statistics were carried out. Description as well as summary of data was executed using descriptive statistics for instance` mean and frequencies, which were key in meaningful description of the respondent's distribution. Regression analysis was

performed to establish the link among variables. The regression model below was adopted;

$$Y = \beta_0 + \beta X + \varepsilon$$

Where: Y = Customer satisfaction

β_0 = Constant term

β = Regression coefficient

X = Relationship marketing

ε = Error term

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.0 Introduction

This chapter presents the results of data collected with the aim of addressing the research objective which was to determine the effect of relationship marketing on customer satisfaction with companies importing and distributing pharmaceutical products in Nairobi, Kenya. Descriptive statistics was generated which was used to run regression model to measure the effect of relationship marketing on customer

satisfaction of importing and distributing pharmaceutical firms’ in Nairobi. Tables were used to present the results.

4.1 Response Rate

For the study, a total of 38 questionnaires were administered to the different representatives of the import and distribution pharmaceutical companies whom majority were customer care and relationship managers. However, only 32 were fully filled and returned yielding a 84 % response rate. The overall response rate was presented in Table 4.1 below.

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Returned	32	84
Unreturned	6	16
Total	38	100%

Source: Researcher (2022)

As per Mugenda and Mugenda (2010), a 70% and above is the is exceptional for analysis and therefore the study was fit for drawing inferences as well as conclusions pertaining the population.

4.2 Demographic Factors

The study examined the demographic attributes of the respondents and the firm so as to comprehend certain background characteristics of the respondents and gauge their ability to accurately respond and articulate the issues under investigation. For the study, fundamental components traits of the respondents like gender, highest level of education and duration worked for the organization were assessed. The findings were as demonstrated in Table 4.2 below

4.2.1 Gender

The study sought to analyze the gender of the respondents. The findings were as shown in Table 4.2 below

Table 4.2 Gender of the Respondents

	Frequency	Percent
Male	19	59.4
Female	13	40.6
Total	32	100.0

Source: Researcher (2022)

The results presented in Table 4.2 above specify that there are more male (59.4%) than women (40.6%) working for companies which import and distribute pharmaceutical products in Nairobi, Kenya. Despite the variance, the composition is acceptable and meets the two third gender rule as the Kenyan Constitution advocates.

4.2.2 Level of education

The researcher assessed the respondent's education level. The participants were asked to indicate whether they had attained tertiary, undergraduate or post –graduate academic awards. The outcomes were as depicted in Table 4.3 below

Table 4.3: Highest level of education

	Frequency	Percent
Tertiary	10	31.3
Undergraduate	18	56.3
Post graduate	4	12.5
Total	32	100.0

From the findings, it is evident that majority of those polled had attained bachelors level of education (56.3%) followed by 31.3% who had earned tertiary awards while the least, 12.5% had been awarded post-graduate degrees. The outcomes demonstrate that most respondents were well educated hence anticipated to have higher comprehension on the issues relating to relationship marketing and customer satisfaction.

4.2.3 Duration Worked

The investigator resorted to measure the duration in which the participants have been working for the import and distribution pharmaceutical firms and the responses were as presented in Table 4.4 below.

Table 4.4 Duration in the organization

	Frequency	Percent
Less than 3 years	5	15.6
3-5 years	7	21.9
6-10 years	11	34.4
Above 10 years	9	28.1
Total	32	100.0

Source: Researcher (2022)

As to the period in which the respondents have served their respective companies, the findings reveal that majority have worked for the companies for between 6-10 years (34.4%), followed by above 10 years (28.1%), then between 3-5 years (21.9%) while only 15.6% have served for less than 3 years. It can be said from the analysis that majority of the respondents have worked for the firms for a considerable period of time hence have accrued adequate experience on issues related to relationship marketing and how it contributes to enhancing customer satisfaction.

4.3 Relationship Marketing

The research pursued to measure the extent to which the different attributes of relationship marketing have been implemented by the different companies importing and distributing pharmaceutical products in Nairobi, Kenya. The statements were evaluated in a five point Likert Scale of 1- Strongly disagree, 2- Disagree, 3- Moderate, 4-Agree, 5- Strongly agree. The results were as indicated in Table 4.5 below.

Table 4.5 Relationship Marketing

	N	Mean	Std. Deviation
Our firm maximizes lifetime value of desirable customers and customer segments	32	4.25	.92
Our firm builds and maintains long-term customer relationships	32	4.23	1.11
My organization employs superior level of service and orientation	32	4.22	.85
Our organization keeps promises to customers	32	3.88	.79
In my firm, there is enhanced ethics and trust between the clients and the direct sales representative	32	3.86	.71
Our organization employs direct sales representatives committed to customer services	32	3.68	1.29
Our organization has suitable customer knowledge and progressive friendship to customers	32	3.59	.98
In my organization, there is open, honest and frequent communications with customers	32	3.53	.88
Average	32	3.91	0.94

Source: Researcher (2022)

From the outcomes presented in Table 4.5 above, it is clear that all the attributes studied relating to relationship marketing recorded high ratings with most respondents moderately or fully agreeing with the assertions. Majority of the respondents agreed that companies they work for maximizes lifetime value of desirable customers and customer segments (M-4.25, SD-0.92) which was closely followed by our firm builds and maintains long-term customer relationships (M-4.23, SD-1.11) and my organization employs superior level of service and orientation (M-4.22, SD- 0.85). Similarly, the respondents were of the view that their organizations keep promises to customers (M-3.88, SD-0.79) which was reinforced through enhanced ethics and trust between the clients and the direct sales representative (M-3.86, SD-1.29). The

respondents further affirmed that the firms employ direct sales representatives committed to customer services (M-3.68, SD-1.29). Additionally, the respondents alluded that there's an appropriate client knowledge and progressive knowledge in the respective organizations (M-3.59, SD-0.98) which is achieved through open, honest and frequent communications with the customers (M-3.53, SD-0.88). The average mean translates to 3.91 implying that the different aspects of relationship marketing have been implemented by companies importing and distributing pharmaceutical products in Nairobi. The overall standard deviation of 0.94 implies that there was a slight variance in the responses from the mean response.

4.4 Customer Satisfaction

The study sought to assess the level of customer satisfaction among the pharmaceutical's clients. Different statements were presented relating to the same and respondents asked to gauge in a Five Point Likert Scale of 1- Strongly disagree, 2- Disagree, 3- Moderate, 4-Agree, 5- Strongly agree. The results were as presented in Table 4.6 below.

Table 4.6: Customer Satisfaction

	N	Mean	Std. Dev
The staff seek regular feedback from both internal and external customers	32	4.23	.93
Our customers are always happy to refer their acquaintances to our organization	32	4.02	.95
Our customers are always happy to come back for another service	32	4.00	.87
Our customers provide constant feedback	32	3.97	.89
Customers are delighted to be served by our organization	32	3.76	1.391
The staff immediately attempt to repair relationships when a customer expresses dissatisfaction.	32	3.75	.88
The organization encourages staff members to exceed customer's requirements if feasible	32	3.69	1.26
Our customers are loyal to our services	32	3.44	1.29
Average	32	3.86	1.058

Source: Researcher (2022)

The results presented in Table 4.6 above demonstrate that the participants agreed that the staff sought regular feedback from both internal and external customers (M- 4.23, SD- 0.93). It is also evident from the poll that customers are always happy to refer their acquaintances to the organizations (M-4.02, SD- 0.95). Good customer service was also displayed by the fact that the customers were always willing to come for another service (M-4.00, SD- 0.87). The constant customer service provided by the customers (M-3.97, SD- 0.89) was crucial for service improvement. The results further manifest that the staff immediately attempt to repair relationships when a customer expresses dissatisfaction (M-3.75, SD-0.88). To a moderate extent, the research recognized that the organization encourages staff members to exceed customer's requirements if feasible (M-3.69, SD-1.26) and finally, the respondents somewhat agree that their customers are loyal to their services (M-3.44, SD- 1.29).

4.5 Regression Analysis

Regression analysis helps to ascertain the linear equation that links the independent and dependent variables being measured. This helps in the prediction of the value of the dependent variables, when the coefficients of the independent variables are assigned a given value.

A simple linear regression analysis was executed to test the nexus between relationship marketing and customer satisfaction among companies importing and distributing pharmaceutical products in Nairobi, Kenya. The regression analysis was executed using SPSS version 23

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518 ^a	.269	.244	.61464

Source: Researcher (2022)

a. Predictors: (Constant), Relationship marketing

The results illustrated in Table 4.6 shows that relationship marketing has a positive and strong relationship with customer satisfaction($r=0.518$). The coefficient of determination (R^2) 0.269 measures the degree to which relationship marketing affect customer satisfaction of import and distribution pharmaceutical firms. The results denote that 26.9% of customer satisfaction of companies importing and distributing pharmaceutical products in Nairobi is attributed to relationship marketing. The remaining 73.1 in influenced by other factors not addressed in the model.

Table 4.8 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.167	1	4.167	11.029	.002 ^b
	Residual	11.333	30	.378		
	Total	15.500	31			

Source: Researcher (2022)

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), Relationship marketing

The Analysis of Variance (ANOVA) test measures how reliably the model may be used to predict the relationship between the constructs under study. From the output depicted in Table 4.8 above, the sig value of 0.002 falls below the significance threshold of 0.05 implying that model is significant and that relationship marketing can reliably be used

to predict customer satisfaction. The model significance is too affirmed by the F calculated value of 11.029 which is more than the F critical value of 4.15.

Table 4.9: Coefficients

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
1	(Constant)	2.208	.513		4.301	.000
	Relationship marketing	.417	.125	.518	3.321	.002

a. Dependent Variable: Customer satisfaction

Source: Researcher (2022)

From the model, the simple linear regression equation becomes;

The regression model becomes;

$$Y = 2.208 + 0.417X_1 + \varepsilon$$

From the output above, it can be said that customer satisfaction maintains at 2.208 when all other factors are kept constant. A unit change in relationship marketing triggers 0.417 positive and statistically significant variation in customer satisfaction

4.6 Discussion of Findings

From the analysis of the results as presented in the section above, it is evident that various relationship marketing strategies have been implemented by firms importing and distributing pharmaceutical products in Nairobi, Kenya as evidenced by a grand mean of 3.91 on the attributes tested. The firms were found to have put in place mechanisms for feedback from both internal and external clients which was leveraged by the clients to channel constant feedback. This more reiterated the firm's commitment to communication which according to Bataineh and Shoter (2015) is important in defining the quality of relationship between the establishment and the customer.

The organizations were also found to serve the customers diligently and beyond expectations as demonstrated by their commitment to exceed customer's expectations where feasible. The good customer services according to the findings transpired to referrals. These findings agree with Muasya (2014) that is influenced by the frame of

mind related to the buying process, the ambience and its influence before and after purchase. The study further established that the pharmaceutical firms are committed to repairing relationships when the customers' express dissatisfaction which agree with the propositions of the commitment trust theory that commitment and trust of individual are essential for a relationship management and for successful relationship marketing as proposed by Morgan and Hunt (1994).

The study establishes a positive and statistically significant effect of relationship marketing on customer satisfaction ($p < 0.05$) which is in tandem with Dunmade and Ibojo (2016) who concluded that relationship marketing bears a positive link with customer satisfaction and Owich (2013) who also established that relationship marketing has an effect on customer satisfaction which is realizable through relationship marketing practices such as trust, commitment, communication, competence.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECCOMENDATIONS

5.1 Introduction

The section details summary of findings, conclusions, recommendations and recommendation for future studies. The conclusions and recommendations are derived based on the research objectives.

5.2 Summary of the Findings

The descriptive statistics findings revealed that different relationship marketing indicators have been implemented by companies importing and distributing pharmaceutical products in Nairobi, Kenya to a large extent. This was as evidenced by average means alluding that the respondents agree with the attributes under each

variable. The overall mean on the statements presented on relationship marketing was 3.91 which is within the agree value of 4.00.

The findings revealed that relationship marketing has a positive and strong relationship with customer satisfaction ($r=0.518$). The coefficient of determination (R^2) which measures the degree to which relationship marketing affects customer satisfaction of companies importing and distributing pharmaceutical products alluded that 26.9 % of customer satisfaction among companies importing and distributing pharmaceutical products in Kenya is attributed to the application of relationship marketing strategies.

The findings further reveal that relationship marketing is statistically significant in predicting customer satisfaction as demonstrated by the p value of 0.002 which is less than 0.05. From the regression coefficient results, a unit increase in relationship marketing by 0.417 triggers a positive and statistically significant variation in customer satisfaction.

5.3 Conclusions

The research concludes that companies exporting and distributing pharmaceutical products have employed the different relationship marketing strategies to a large extent to improve customer satisfaction. It was noted that the pharmaceutical firms acknowledge feedback as an important tool for enhancing customer satisfaction hence appropriate procedures and mechanisms had been put in place to collect feedback from both the internal and external customers.

From the conclusions, pharmaceutical firms deliver quality services which was confirmed by measures of customer satisfaction such as the customers being delighted to come for another service and the customer's willingness to refer acquaintances to the organization. The findings further demonstrated that the employees played a crucial

role towards the realization of customer satisfaction as demonstrated by their willingness to repair relationships when the customers expressed dissatisfaction. On their part, the organization showed their devotion to customer satisfaction by encouraging the employees to exceed customer expectations where feasible.

Finally, the study concludes that since there exists a positive and statistically significant between relationship marketing customer satisfaction, firms importing and distributing pharmaceutical products in Nairobi, Kenya ought to consider relationship marketing as paramount towards realization of customer satisfaction. Introducing more relationship marketing endeavors would not be in vain as its contribution towards the realization of customer satisfaction is affirmed by Owich (2013) who documented relationship marketing has an effect on customer satisfaction which is realizable through relationship marketing practices such as trust, commitment, communication, competence.

5.4 Recommendations

To ensure that the staff constantly meet the requirements of delivering quality services and exceeding the customer's expectations, the companies should organize sensitization workshops to train the employees on relationship marketing facilitated by experts in the field of marketing. This may also be realized through emulating good practices from successful corporate companies which are known for exemplary services and customer satisfaction.

The findings revealed that the respondents somewhat agree that customers are loyal to the products and services and products offered by the company. To ensure that the customers are loyal to the import and distribution pharmaceutical firms, the companies should ensure that the quality of the products imported are of the recommended quality,

safe, meet the expectations of the customers and all other necessary requirements as stipulated in the pharmacy and poisons board act. Fair pricing should also be considered to enhance customer loyalty and trust.

The study further recommends joint collaborations between the export and distribution pharmaceutical companies in efforts towards building a robust relationship marketing ecosystem that is standardized to prevent distortion of services and harmful competition among the players. This will promote healthy competition among the players and ensure that quality services are offered regardless the market segment in which a particular distributor operates.

5.5 Suggestions for Further Studies

The research only considered companies importing and distributing pharmaceutical products hence future studies should consider pharmaceutical companies of all categories including local pharmaceutical firms engaged in the manufacture of medical products hence more conclusive and representative findings. Additionally, challenges were experienced in collecting the data as some respondents were reluctant to respond the questionnaire despite consent being sought which is justified through the 84% response rate. Future studies may also consider secondary data since only primary data was fully utilized by the current study. Subsequent studies may consider more variables that influence customer satisfaction since relationship marketing was only found to explain 26.9% change in customer satisfaction.

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APPENDICES

Appendix I: Questionnaire

Instructions: please pick the option that best answer the question.

SECTION A: BACKGROUND INFORMATION

1. Kindly indicate your gender

Male []

Female []

2. Kindly specify highest attained education

Tertiary college level []

Undergraduate level []

Postgraduate level []

3. How long have you served in current position?

Less than 3 years []

3 to 5 years []

6 to 10 years []

Above 10 years []

SECTION B: RELATIONSHIP MARKETING

Instruction: Please pick the option that best answer the question where;

5 – Strongly agree; 4 – Agree; 3 – Neutral; 2 – Disagree; 1–Strongly disagree

	Statement	1	2	3	4	5
1.	Our firm builds and maintains long-term customer relationships					
2..	My organization employs superior level of service and orientation					
3.	Our organization keeps promises to customers					
4.	Our firm maximizes lifetime value of desirable customers and customer segments					
5.	Our organization employs direct sales representatives committed to customer services					
6.	Our organization has suitable client knowledge and progressive friendship to customers					
7.	In my organization, there is open, honest and frequent communications with customers					
8.	In my firm, there is enhanced ethics and trust between the client and the direct sales representative					

SECTION C: CUSTOMER SATISFACTION

Instruction: Please pick the option that best answer the question where;

5 – Strongly agree; 4 – Agree; 3 – Neutral; 2 – Disagree; 1 – Strongly disagree

	Statement	1	2	3	4	5
1.	Our customers are always happy to refer their acquaintances to our organization					
2..	Customers are delighted to be served by our organization					
3.	Our customers are always happy to come back for another service					
4.	Our customers provide constant feedback					
5.	Our customers are loyal to our services					
6.	The staff seek regular feedback from both internal and external customers					
7.	The organization encourages staff members to exceed customer's requirements if feasible					
8.	The staff immediately attempt to repair relationships when a customer expresses dissatisfaction.					

THANK YOU