



**TECHNIUM**  
**SOCIAL SCIENCES JOURNAL**

**Vol. 38, 2022**

**A new decade  
for social changes**

[www.techniumscience.com](http://www.techniumscience.com)

ISSN 2668-7798



9 772668 779000

# The Mediating Role of Employee Factor in the Relationship between Sensory Marketing and Economic Performance of Ghana's Foodservice Sector

Nanekum Isaac<sup>1</sup>, Solomon Abekah Keelson<sup>2</sup>

<sup>1</sup>Doctor of Philosophy (PhD) candidate, Accra Institute of Technology (AIT), Business School, Accra North – Ghana, <sup>2</sup>Department of Marketing and Strategy, Takoradi Technical University, Takoradi, Ghana

[nanekum@yahoo.com](mailto:nanekum@yahoo.com), [unclekeelson@gmail.com](mailto:unclekeelson@gmail.com)

**Abstract.** In today's business environment, establishing a positive business climate is becoming increasingly important for organisational performance. A positive employee factor creates a social atmosphere, which encourages high employee involvement and an employee-centered culture. In response, employees feel comfortable and contribute positively to financial performance of the business. Given the intensity of competition in the service industry, firms must understand how the employee factor affect their performance. This study examined the way the employee factor mediates the relationship between sensory marketing and organisational performance in the Foodservice Sector of Ghana. The study used quantitative research method for data collection through survey questionnaires. The questionnaires were developed and distributed directly in physical form at the restaurants through stratified sampling method. The study used a total of 38 management staff and 331 customers as respondents for the data collection. The research data was analysed through Structural Equation Modelling (SEM) and Analysis of Moment of Structures (AMOS), with the support of the maximum likelihood estimator to achieve the covariance of the constructs. The mediating variable was measure by the binary outcome variable with Andrew Hayes Process Model. The results indicate that sensory marketing has a significant positive relationship on economic performance. In addition, no mediating effect was found in the relationship between sensory marketing and economic performance. Cross-sectional data, a restricted target sample senior staff of restaurants, and a restricted target area (i.e. Greater Accra Region) were limitations of this study. In addition, the dimensions of economic performance were identified as market share, profitability and sales growth. Finally, the hypothesised relationship was explored only for the foodservice sector. Therefore, the results of this study will assist foodservice operators to develop and implement market-orientated strategies to help achieve sales growth, enhance profit, and market share among themselves. It is hoped this study will be a useful reference point for future academic researchers who will undertake similar study in relation to the discussed variables.

**Keywords.** Customers' five senses; sensory marketing; employee factor; foodservice sector

## 1.1 Introduction

Companies all over the world and across industries, including the foodservice industry are entangled in a competitive structure where there is an endless number of new market entries.

Therefore, differentiated marketing strategies are required to survive in their respective industries. Ghana's foodservice sector is no exception. Over the past few years, such challenges and the need for solutions have led to increasing interest in conducting this study to help improve the industry performance in a long-term perspective. The foodservice industry needs to implement effective sustainable business strategies. Accordingly, there are numerous studies addressing how to achieve sustainable business performance. Accordingly, scholars have conducted studies on various marketing strategies for the foodservice sector. They have focused on marketing strategies based on customer experiences and brand performance. Kim and Perdue (2013), stated that modern consumers focus on unique and sensory experiences. To support this argument, the focus of this research has been on the impact of sensory marketing, using human senses on the financial performance of businesses. Hultén (2015) argued that sensory marketing that stimulates the five senses can positively affect an individual's consumption activities. This marketing approach induces positive emotions that ultimately lead to behavioural reactions such as increase sales, re-visits and profitability. Krishna (2012), agreed that sensory marketing influences and improves brand and product awareness that leads to more positive consumption behaviour by helping build consumer trust. However, few studies have applied the sensory marketing approach to the context of restaurant business. Hence, this study examines sensory marketing strategies by encompassing all five human senses (sight, sound, taste, smell and touch) based on the Ghanaian context. A comprehensive model is developed based on the investigation results of how sensory marketing influences economic performance.

The restaurant sector in Ghana represents the largest and fastest growing part of the domestic economy, increasing at a yearly rate of 20% (Ghana Statistical Service, 2019). The foodservice and marketing literature revealed that, traditional food, fast food, casual restaurant and fine dining restaurant are the major types of restaurants in Ghana. How a restaurant is classified depends largely on the specific food under consideration and the environment where the food is consumed. Prior research also indicates that the type of restaurant affects sensory marketing significantly. The authors collected the study's data in Ghana where the landscape of the restaurant industry and customers are totally different from that of the Western countries. Most Ghanaian fine dining restaurants have become places where people sit, relax, and chat while eating or a place where people socialize (Asiedu, Abankwa, & Anderson, 1999). In Ghana, hotels and restaurants in Ghana contributed around 3.9 billion Ghanaian cedis, thus, 640.9 million U.S. dollars to the country's GDP in the year 2020. Within that period, an amount of six billion Ghana Cedis, (985.8 million U.S. dollars) was recorded in 2019, showing the continuing growing trend since the year 2014. Over 40% of higher-income earners eat from these restaurants on a given day, 36.4% of middle-income, and 31.7% of lower-income earners (Ghana Statistical Service, 2019). Across Africa, restaurants have spread at a rapid rate, driven by rising income levels, rapid urbanisation and changing eating habits and lifestyles of the people. Along with some changes in lifestyle, consumers prefer to buy food from restaurants or cafes because of their density events and limited time to prepare their own meals (Asiedu et al., 1999). The sector plays significant role in many economies, where there is low academic research. Most of the restaurants in Ghana are beset with many problems as a result of the lack of scholarly works and poor business practices that had a tremendous effect on financial performance of these firms. This study employs a consumer survey method to evaluate the sensory marketing standards currently in use by industry players in Ghana. Companies must give greater attention to developing the foodservice industry to attract a large number of customers. The goal of this study includes assessing the extent to which sensory marketing

practices are applied toward profitability, sales growth and market share to improve the restaurant sector in the country.

The concept of sensory marketing is a way of managing customers in an increasingly turbulent and fast-changing, uncertain environment to enable organisations achieve their financial goals (Vukovic, Roberts & Wright, 2013). This approach aims to target consumers' thoughts, beliefs, feelings, emotions and opinions towards brand experience (Krishna, 2012; Hulten, 2011). According to Messersmith, Patel, & Lepak (2011), sensory marketing strategy focuses on the enlightening role to enhance organisational effectiveness through the human senses; and examining the impact of the sense marketing dimension on business-level performance, for example, sales growth, market share, and profitability. It is more appropriate to understand that, sensory marketing enhance organisational outcomes. The core intention of sensory marketing is to achieve organisational economic goals through financial elements (profitability, sales growth and market share) of the organisation for the acquisition of competitive benefits. In support, numerous researchers have pushed for examining underlying mechanism between sensory marketing and economic performance outcomes (Messersmith, Patel, & Lepak, 2011). Also, this study draws the attention to the fact that, introduction of mediating effects seems an important concern. This research determines the significant level of influence this mediator on sensory marketing and economic performance relationships (Lepak, 2007).

Strategic Experiential Modules (SEMs) form the strategic foundation of sensory marketing and is backed by experience providers (ExPros), the tactical tools proposed by (Schmitt, 1999). In this study, the basic elements and concepts of sensory marketing are sight, sound, taste, smell and touch which have been identified to determine the grounded theory for sensory marketing strategies. According to Nigam (2012), the aim of SEMs is to create products or services, and marketing communication campaigns which creates "holistic experiences that integrate individual experiences into a complete experience through visuals and verbal identity, signage, cobranding, spatial environment, electronic media and people to experience a brand. In the SEM modules, Schmitt described the different ways of *grasping* experiences. Schmitt says that, the process represents a learning cycle or spiral where the learning 'touches all the bases of the cycle, namely sensory experiences (SENSE), affective experiences (FEEL), creative cognitive experiences (THINK), physical experiences, behaviours and lifestyles (ACT) and social-identity experiences that result from relating to a reference group or culture (RELATE). Chua et al., (2014), concluded that the intended experiences encompass the parts of human senses, feelings, rational and emotional minds of the body. The SEMs framework illustrates the study's purpose to assess Ghana's foodservice industry by determining the five of the cognitive factors identified. In this study, the main focus is on one of the SEMs- SENSE. The feel experience speaks to the inner feelings and individual emotions. The think experience speaks to the individual intellect and its object of creative cognitive solutions. The act experience speaks to the behaviour, lifestyles that stimulate an individual to act and lastly the relate experience gives the edge to belong, with a purpose to relate or belong to a reference group, or culture. Drawing upon these theoretical arguments, in Fig. 1, it is hypothesised that employee factor mediates the relationship between sensory marketing and organisation performance.

Previous studies have demonstrated the relationship between sensory marketing practices and how this best fulfill the needs of the organisation, there is no sufficient study on the topic in the developing country context. Given the lack of studies around this subject in the

Ghanaian context, and especially within the restaurant sector, it is anticipated that this paper contributes new knowledge to the marketing literature by highlighting the significant level of the relationship between these constructs in the largely understudied field of services-oriented industry. Consistent with the research objectives, the relevant detailed theoretical framework is reviewed and proposed hypotheses are presented, followed by the appropriate methodology section with analysis. This study follows a quantitative approach in which 500 survey questionnaires were distributed among consumers of restaurants to explore the influence of sensory marketing on economic performance indicators. Subsequently, the results with the main findings are presented. At the end, the study concludes with a discussion section on the implications of the findings and research areas for future inquiry and understanding.

### **1.2 Problem Statement**

Despite a number of studies that have been conducted in the field of marketing and brand management, little research has focused on the combination of sensory marketing factors such as sight, sound, taste, smell and touch in relation to how these variables influence sales growth, profitability and market share of the foodservice industry, especially in the Ghanaian context. Krishna (2012) advises that sensory marketing is a growing field and there are many important aspects of the concept that need to be further investigated by future researchers. Furthermore, there seems to be a lack of sufficient literature that focuses on the use of all sensory cues in a single study to provide researchers and managers with an in-depth understanding of how they can use multiple sensory cues or the five senses (sight, touch, taste, smell and sound) to influence firm performance. Unfortunately, most of these previous studies had limited their approach to single sensory attributes, such as taste or smell, avoiding the interaction of multiple sensory cues (Inman, 2001). This topic has generally been neglected in marketing research specifically in the developing world and the tested models are inadequate (Hulten, 2011). As a result, there is a need for targeting new strategies that provide wider space for engagement and experience for consumers. The author further adds that sensory marketing is a great way to build emotional ties between a brand and its customers which had not been extensively explored.

According to Lesschaeve (2007), another area which had not been extensively navigated to date is to understand how consumers relate their sensory preferences to the products or services that they actually ended up purchasing. To understand how the human mind makes choices and generates value for products and services, it was important to create a sensory marketing experience for consumers. According to Bruwer, Saliba and Miller (2011), sensory branding had to be tested under the various contexts or categories of products that carry the discussed features. The purpose of the present study is therefore to fill this void by exploring the effect of sensory marketing on business performance. The present study is focused to address research gaps recognised in the literature. While it is generally well-accepted that sensory marketing leads to enhanced firm performance, only a handful of studies have attempted to empirically verify the sensory marketing-performance link in restaurant context (Tešanovic et al., 2014). Although it has been empirically confirmed that sensory marketing affects economic performance, research suggests that they do not exert this effect in a simple way; different variables might mediate the effect. Incorporating mediating variables and making the sensory marketing-performance association more complex is likely to strengthen the theory of sensory marketing to provide an opportunity to determine why some restaurants perform better than others. More research is therefore required to further explore and validate this

association in other contexts. This study tries to examine sensory marketing in connection with organisational performance alongside the mediating impact of employee factor in restaurants of Greater Accra Region of Ghana.

### **1.3 Objectives of the Study**

The objectives of the study were to investigate relationships between the variables stated as follows:

1. To assess the direct effect of sensory experience on economic performance of restaurants;
2. To determine the indirect effect of employee factor in the relationship between sensory marketing and business performance.

### **1.4 Hypotheses statement**

Based on theoretical framework, the hypotheses that were formulated in order to test the relationships proposed earlier as follows:

**H1:** There is positive relationship between the sensory cues and economic performance of restaurants.

**H2:** *Relationship of sensory marketing and economic performance is mediated by employee factor.*

## **2.0 Literature Review**

### **2.1 The Sensory Marketing Concept**

Sensory marketing, first suggested by Schmitt (1999), is a marketing strategy that stimulates consumer emotions by appealing to the five human senses— “sight,” “smell,” “sound,” “taste,” and “touch”. Many researchers such as (Krishna, 2012; Krishna, Cian, & Sokolova, 2016, Brakus et al., 2019; Satti et al. 2021), have made efforts to incorporate the sensory elements in their research. For instance, Krishna (2012), noted that sensory marketing involves the application of the understanding of consumers’ sensation and perception in the purchasing and consumption experience. Sensory marketing is considered an important marketing strategy that allows consumers to differentiate a particular product or service in various decision-making situations related to consumption of good and services. To explain the concept more clearly, Krishna (2012) proposed a theoretical framework of sensory marketing which was also adapted for the development of the model of the current study. According to this framework, the sensation comprising of the five human senses creates perceptions towards products which triggers the emotion of consumers. The emphasis given in consumption that is based on senses can vary among different human groups as well. Sensory branding had been adapted by major brands in their advertising campaigns by visualising the art of tasting and explaining consumers on how to employ all five senses in tasting their products (Satti et al., 2021). Many other companies had also adopted this strategy by using signature scents in the premises as well as food such as the scent or aroma of food. This has helped customers come back to the firms by remembering the features that they enjoyed during their stay through the scents experienced in the restaurants (Krishna, 2012). Many other brands have developed signature sounds to help consumers recognise their brand by listening to them.

#### **2.1.1 Sight**

Sight or visual marketing is based on the fact that the view is the most used sense in marketing, which is stimulated by the environment. The choice of colours, shapes and product

materials is important for organising point of sales, implementing a promotional campaign for key success factor that must be well understood by companies to attract consumers. A study by focusing on “sight” stated that colours increase pleasure and arousal in customers. They identified visual factor such as the lighting and layout of restaurants significantly affect customer dining pleasure. Based on these studies, it can be assumed that “sight” will significantly affect business performance. Most of the research theory on sensory branding in marketing had focused on vision as the main sensory cue (Elder & Krishna, 2010). Brakus et al., 2019) stated that the sense of vision (sight) has always got privilege over the other senses. Hence, visual experience is the primary foundation of the sensory sphere, compared to other stimuli. For marketers at a restaurant, it is important to put up strong and attractive communication of sight experiences to improve business performance.

### **2.1.2 Sound**

Auditory marketing is based on the fact that sound has a significant influence on the mood of the consumer shopping behaviour. Linking music and advertising correctly ensures that the consumer remembers the brand easily. Sound marketing plays an important role in promoting the identity and the atmosphere of a restaurant in accordance with the client's needs. Brakus et al., 2019, stated that “sound,” such as music in a restaurant, increases both customer pleasure and arousal. “Sound” in this study is an important sensory marketing factor that positively affects the performance of restaurants. Klink (2000) stated that brand sounds convey meaning. Creating new and distinguishable brands is difficult in the competitive brand market hence marketers had been adopting the technique of sound symbolism linked to brands to make them familiar (Klink, 2000). Soars (2009) stated that often consumers have a sound conscious reason to make a purchase and music has been recognised as a powerful communicative force to affect consumer behaviour. However, the most important thing is to create the right music for the target to grab attention, otherwise, sound will not create the necessary impact as expected (Soars, 2009).

### **2.1.3 Taste**

Taste marketing is an important part of sensual marketing that allows a company to differentiate itself from the competition. By means of taste receptors, consumers can specify tastes and what they like on the basis of taste sensations. Although there have been limited studies on the effects of “taste” on firm performance, there have been a few that have verified this relationship. For example, Brakus et al. (2019) showed that taste associated with restaurants increases the feelings and pleasure of consumers. Based on these discussions, “taste” was likely to affect business performance positively in this study’s analysis of sensory marketing for the restaurant business. Taste works best when the aim is to create customer loyalty towards brands (Soars, 2009). Consumers are also sensitive to flavours and switch tastes more than brands (Inman, 2001). In some restaurants, consumers are given the opportunity to create their own flavours which was a great way to improve engagement as well as provide variety of choice. According to Soars, 2009), taste is considered critical in many food centres and can determine an entirely different sensory order for consumers. Elder and Krishna (2010), stated that taste complements with the sense of smell and the presence of smell would not be significantly noted in the absence of taste. From the experiment conducted, they confirmed that taste cues were created by incorporating multi-sensory attributes.

### **2.1.4 Smell**

Krishna et al. (2013) argued that the innate “smell” of a particular location is a factor that has a strong effect on the people who use that place. Aroma marketing is based on the fact

that the smells that the human nose feels give rise to certain stimuli in brain and is responsible for creating emotions and memories. Smell produces much more emotional experiences and through smell, we feel and recognise products of a particular brand. Studies that support this argument also determined that the sensory marketing factor of smell in restaurants has positive effects on consumer pleasure and arousal. Therefore, it can be said that the sensory marketing factor of “smell” can significantly affect business performance. Bradford and Desrochers (2009), stated that marketers are becoming aware of the opportunities that smell or scent is contributing to marketing. Among the five senses, smell is closely linked to consumer emotions and perceptions as it keeps the brain occupied with thoughts and cannot be turned off (Kent, 2003; Soars 2009). Distinctive smells aim to attract consumers and create favourable brand recall (Bradford and Desrochers, 2009). The concept of using the stimulus of smell mainly in restaurant settings is also known as “aromatic marketing”. To study the effect of different smells on economic performance, this study also analysed the framework for using scents in the Ghanaian context.

### **2.1.5 Touch**

Touch marketing is based on the fact that human skin has several million sensory receptors to help people perceive materials, weight, smoothness, simplicity or complexity of products. The sense of touch plays an important role with regard to the design and shape of the packaging. The consumer can test whether a product has the required and expected properties, and also be able to ascertain the quality of these products. It also perceives the overall atmosphere and the individual elements of the environment, because touching is one of the main factors driving a sense of well-being. Hultén et al. (2009) stated that “touch” has a strong effect on human emotions. He supported this argument with their study on the casino services by verifying that “touch” factor, such as physical comfort positively affect customers’ feelings. Therefore, for this study, it was purported that “touch” can be an important sensory marketing factor to have a positive effect on the performance of restaurants. Spence and Gallace (2011) explain that when customers evaluate products, touch plays a vital role. Marketing, through the sense of touch, known as “tactile marketing” was seen growing in the past few years. Consumers are sensitive to texture when it comes to purchasing (Inman, 2001). Examination by using the sense of touch can help in easy identification of products. Some products cannot be purchased with satisfaction until they come in contact with consumers skin such as clothes, jewellery, etc. (Spence and Gallace, 2011).

### **2.2 Relationship between sensory marketing and economic performance**

The objective of the study was to analyse the extent to which sensory marketing indicators, methods and models influence business performance on a sample of selected restaurants in the foodservice industry of Ghana. Several empirical studies conducted in recent years in the area confirmed the positive relationship between these constructs. On that basis, it can be concluded that sensory marketing has a significant impact on economic performance regardless of the sector in which it is measured (Krishna, Cian, & Sokolova, 2016). Numerous researchers have dedicated attention to both theoretical and practical aspects of marketing in view of various perspectives. Interesting empirical studies have authors who recently analysed sensory marketing and its impact on business performance in terms of financial measures for accounting decisions.

Scholars such as Krishna (2009), Brakus, Schmitt, & Zarantonello (2009), Hui & Bateson (1991), have provided the foundation of sensory marketing. They put forward theories

of organisational performance which can be introduced into the concept of sensory marketing in the Ghanaian enterprises. There has been a substantial effort in the marketing field with core premises to enhance the financial performance in a different scenario. Most authors in their scientific studies state that sensory marketing can help businesses to define and achieve their financial objectives and ultimately can have a positive impact on overall business performance. The authors emphasise that sensory marketing has the potential to produce positive effects on economic performance in a competitive business environment (Brews & Purohit, 2007).

These economic performance measures include profitability, market share and sales growth. Based on the above reviews, this study makes use of profitability for determining restaurants' performance. Based on the literature review presented, it can be extracted without any doubt about the definition of profitability concept: For being profitable, a company must work in conditions of profit, which means that the revenue has to exceed costs involved in achieving the activity. Hempel, Coleman, & Simonson, 1986), states that "indicators of profitability express the entity's efficiency to obtain profit from the available funds." Profitability measures were chosen because, it represents commonly-used financial performance indicators. An evaluation is done to determine the contribution of each of profitability to the economic performance in this study. Market share is seen as the metric for assessing the effectiveness of management to achieving efficiency of a business with its available resources. Business firms gain market share position higher than their rivalries when their resource or products are superior to that of competitors. Sales performance which is the prerequisite to attaining financial performance is directly influenced by market share position. In support of this view, Hall (2008) posits that financial performance can be sustained and improved by increasing the market share position, with the objective to be the leader in the market. However, the choice of metrics to measure firm performance is one of the most critical challenges facing organisations as the measure itself is not a generic independent process for organisations. Measuring financial performance by using indicators of sales growth and worth conception is crucial in modern approaches to measure performance with regard to the concept of value creation and hence increase the value concept. Hall (2008), refers to a company's growth measured by growth rates that are designed to indicate the firm's ability to maintain its market share when the industry is in a period of expansion.

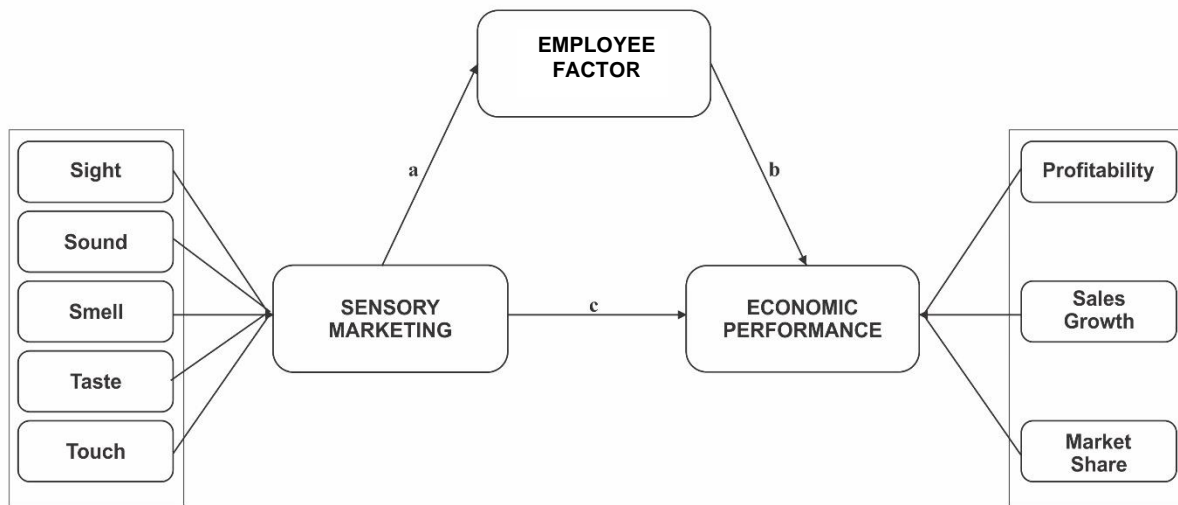
Most representative indicators that reflect a company's growth are the sales turnover, net profit, earnings per share and dividend yield. Matsuno & Mentzer (2000), considers that the increase of a firm would be given by "the rate at which an organisation can achieve growth, as it is determined by the retained (undistributed) of the profit. Matsuno & Mentzer (2000) defines the state of company's "sales growth" as the firm's ability to increase its size; it can be measured by using several standards such as: turnover, production, value added, fixed assets, and total assets. Hall (2008), also measured economic performance using relative sales growth, percentage of new product sales, total sales and return on investment and found a positive linkage. The findings were that sales growth position or measure of an organisation had an influence on the overall financial performance level. However, it should be noted that, significant findings suggest linkage between sales growth and economic performance. Certainly, this suggests that there is continuing interest in exploring the links with performance and other relevant item variables of brand management to ascertain the strength of the relationship between these variables (Hutter et al., 2013).

### **2.3 Mediating role of Employee factor**

Mediating is a process of determining the relationship between independent and dependent variables through the introduction of a third variable. Apart from the direct relationship of sensory marketing elements on organisational outcomes, employee factor is also an important aspect needing close scrutiny by marketing practitioners and researchers. Employee factor of restaurant service providers influences customer's perception and their purchase decision as they are more attracted towards the employee commitment, employee competencies, attitudes and efficiency (Ryu & Han, 2011). The atmosphere of a restaurant and customer service are the most essential components affecting satisfaction of customers. The introduction of employee factor as a mediator helps to find out the nature or degree of relationship between the dependent and independent variables. These indicators are items in the questionnaire asking respondents (managers) to judge their company's performance for each mediating factor. Employee factor can influence the sensory marketing and economic performance relationship of restaurants and its atmosphere, comprising of interior design, seating arrangement, music and other sensory factor. According to Ryu & Han (2011), quality of food and employee activities have diverse impacts on financial performance of restaurants. For the purpose of this study, the role of employee factor was determined in the relationship between sensory marketing and economic performance. Hence, employee factor is projected to partially mediate the sensory marketing-performance link financially.

### **2.4 Conceptual Framework of the Study**

Following is the model that was adopted and adjusted to make it relevant to the context of this study. By means of this comprehensive conceptual model for this study, the following variables were tested: Firstly, business performance acted as the outcome variable, while the five senses (sight, touch, taste, smell and sound) were the predictor variables. The relationship between profitability, sales growth and market share in restaurants was also explored. Also, employee factor enhances performance through increasing customer satisfaction, creating and fostering organisational innovation as well as high productivity. Employee factor are typically integrated within the company's systems and structures that are likely to remain even when an employee leaves. Employee factor are embedded in the employees' characteristics and attributes that drive performance (Akin, 2016); Čižiūnienė et al., 2016). To validate the above view, employee factor is tested to either confirm or refute the assertion that, it meditates the link between sensory marketing and economic performance. The aim was to mainly see the direct and indirect effects of sensory branding through the multiple senses on business performance. The model was adapted through the literature from the study of sensory marketing by Lindstorm et al. (2010) and Krishna (2012) as well as the framework of sensory marketing by Schmitt (1999). The conceptual model is graphically illustrated in figure 1 below:



**Fig 1: The Mediating effect of employee factor between sensory marketing and economic performance**

### 3.0 Research Methodology

The study used quantitative research method in the gathering of data. The technique is an approach of gathering numerical data for decision making (Saul, 2019). Questionnaires were developed and distributed to respondents to answer. The questionnaires were distributed directly in physical form at the restaurants. Stratified sampling method was used to distribute the questionnaire to customers at the various sales points and to people who were willing to answer the questionnaire. In total, 500 participants were selected by stratified sampling; by size of the firm, age etc., then simple random method was used to select the participants from respective stratum to participate in the survey. Forty (40) managers were targeted and were drawn from the various restaurants. However, only thirty-eight (38) responded by filling and returning the questionnaire, signifying a response rate of 95%. In the case of the customers, out of the total of 460 targeted population, 331 respondents completely filled and submitted the forms for further analysis. There was approximately 88.3% response rate. This rate is high above the recommended value of 80% (Fryrear, 2015). The reasons for selecting both managers and customer to participate in the survey is that, data on sensory marketing factors such as sight, touch, taste, smell, and sound requires that data is obtained from customers. The impact of sensory marketing is measured by atmospheric factors such as colour, design, shop space, music, comfortability of furniture, etc. In fact, the respondents for the present study are mainly customers, who are expected to have gained sensorial experience in various restaurants in the region. These experiences were operationalised by asking respondents to indicate whether what they have seen, heard, tasted, touched or smell in the restaurant environment is enough to influence their purchasing decisions.

Again, economic performance and the mediating variable were measured by subjective indicators through survey questionnaire. The reason is that, publicly available financial data on foodservice operators is largely missing and was difficult to include such reports in the analysis. Therefore, recommendations in the marketing literature by (Kunkel & Hofer 1993, Davis et al., 2010) were followed to use self-reported performance measures, such as questionnaire which

are viewed as valid and reliable data collection tools of economic performance measures. Gathering data on variables such as profitability, sales growth, market share and employee-related factors requires that semi-structured questionnaires are administered to management staff in the selected restaurants to express their opinions and understanding of these indicators. These behavioural constructs were the items in the questionnaire asking respondents (managers) to judge their company's performance based on sensory marketing adoption. To ensure the adequacy of the study measures, the researchers assessed the validity and reliability of the research instruments through verification of the questionnaire items. Pre-testing of questionnaire was done to enable the researchers identify possible weaknesses or deficiencies in the design, administration, wording of questions, etc. Some of the questionnaire items were adopted from previous studies and amended for ambiguities and abstract statement to suit the current study. Results of the adaptation and modification of the items in the questionnaire led to slight variations in the wording and design of the final questionnaire in the study, making it much easier to complete.

In this study, pilot study was also done to serve as a check of the research instrument used and to ensure that it is sufficient to meet the purpose of the study. This helped to assess the questionnaires' comprehension and the average completion time. To explain and justify the adoption of the measurement methods, Yates (2004), noted that, operationalising the variables of the measurement is tightly bound up with the research design. For most of the constructs used in this study, the measures or items were generated from previous research and modified to fit the current research context. Some of these questionnaire items were adapted from earlier studies (i.e., Gretzel and Fesenmaier, 2010; Yu, 2011; Costa et al., 2012; Krishna, 2013; Farias et al., 2014; Agapito et al., 2014; Dzhangazova et al., 2015; Ghosh and Sarkar, 2016; Achim, (2010); Mahmood, Hee, Yin, & Hamli, 2018). In fact, prior researchers have provided several ways in which these variables could be operationalised and measured. The variables were measured on a 7-point Likert by Fisher's (2001) scale in which questions were asked on Sensory Marketing (sight, touch, taste, smell, and sound) and Economic Performance (profitability, market share and sales growth) as well as employee-related factors. The reason for the adoption of these items is that, these items have already been tested and used in previous studies in different settings and various cultural backgrounds. The mediating variable was measure by the binary outcome variable with Andrew Hayes Process Model (Hayes, 2013), which was tested through various behavioural constructs drawn from empirical research, with adjustments as necessary. These behavioural constructs were the items in the questionnaire asking respondents (managers) to judge their company's performance to their companies.

The research data was analysed using Structural Equation Modelling. The technique is an advanced form of the regression technique making it a second-generation multivariate statistical technique for measuring the interrelationship between constructs (Zainudin, 2015). The technique is applied in many areas such as marketing, psychology, finance, etc. The analysis of the data was done using Analysis of moment of structures (AMOS) with the support of the maximum likelihood estimator. The determination of the adequacy of the model using the SEM technique is based on certain criteria such as reliability and validity of the research instrument. The reliability of the items measures the internal consistency in the responses provided and as a result constructs must have a reliability value of at least 0.70 to be considered acceptable. The validity is examined using convergent and discriminant validity. Model fit indices were used to evaluate the adequacy of the proposed model. They include RMSEA value should be  $\leq 0.08$  (Byrne, 2001), while the GFI, CFI and TLI values should be  $\geq 0.90$  (Bentler,

1990; Hatcher, 1994). Relative/Normed Chi-Square values must be approximately  $\leq 5.0$  (Bentler, 1990). These indices must be met before examination of the path coefficient could be examined.

### 3.1 Structural Model

Several tests were conducted to evaluate the adequacy of the proposed model before the examining the relationship between the constructs. The model generated a Chi-Square value of 112.769 with 74 degrees of freedom, which was statistically significant at 5% level indicating that the data do not fit the data gathered well. As a result, other model fit indices were used to determine the adequacy and validity of the model, they included the following:  $CFI=0.985$ ,  $GFI=0.954$ ,  $AGFI=0.935$ ,  $NFI=0.959$ ;  $IFI=0.985$ ,  $TLI=0.982$ ) and exceeded the threshold of 0.90 and more for model fit. In-addition, the  $RMSEA=0.040$  indicated a good fit. Also, the amount of variance explained by the independent constructs on the dependent construct showed significant impact (R-square value of 72%). The fit indices and the amount of variance obtained is an indication that the model deemed a good fit for the hypotheses to be tested.

**Table1: Summary of model fit indices**

<i>Fit indices</i>	<i>Accepted value</i>	<i>Model value</i>
Absolute fit measures		
<i>Chi-Square (<math>\chi^2</math>)</i>		112.769
<i>df (degrees of freedom)</i>		74
<i><math>\chi^2/df</math></i>	<3	1.524
GFI (Goodness of Fit Index)	>0.90	0.954
RMSEA (Root Mean Square Error of Approximation)	<0.10	0.040
AGFI (Adjusted Goodness of Fit Index)	>0.95	0.935
NFI (Normed Fit Index)	>0.95	0.959
CFI (Comparative Fit Index)	>0.95	0.985
IFI (Incremental Fit Index)	>0.95	0.985
TLI (Tucker Lewis Index)	>0.95	0.982

*Note: Almost all the fit indices obtained were above 0.95*

## 4.0 Analysis of results

### 4.1 Socio-demographic profile of participants

The result in Table 1 below shows the demographic profile of respondents (customers and management). Customer data shows that, out of the total of 331 respondents, 61.6% of them were males and 38.4% representing females. The result shows that 33.5% were within the age group 20-29years, 36.9% were within 30-39 years, and 20.8% were between 40-49, 6.9% between 50-59, whilst those above age 60 represents 1.8%. The result shows that 46.2% were married and 53.8% represent those who were single. From the Table 4.1, 2.7% of the respondents have had primary education, 3% have had junior high school education, 19.6% have had senior high school education, those with undergraduate background formed 54.1% whilst postgraduate formed 20.5%. The analysis shows that 33.5% earn below GH¢2000, 30.8% earn between GH¢2100-3000, 17.8% earn between GH¢3100-4000, 11.2% represent those who earn between GH¢4100-5000 whereas 6.6% represent those who earn above GH¢6000. It could be estimated from the result that 7.6% of respondents visit to sit there and work, 12.4% for

business meetings, 3.9% to sit and study, 22.4% to socialise, 39.9% to eat whilst the remaining 13.9% represent those who visit for entertainment purposes.

As indicated in the result, 23.9% of consumers heard of the restaurant through advertisement, 12.7% through company website, 50.5% through friends, and relatives and the remaining 13% representing those who heard of the restaurants through marketers. The result shows that, 2.4% spend less than 10 minutes at the restaurant when they visit, 16% spend 10-30 minutes, 38.7% spend 30 minutes-1hour, 37.2% spend 1 hour -2 hours whilst 5.7% spend more than 2 hours at the facility for their food and beverages. Respondents were further asked how often they visit their restaurants and the result shows that, 3.3% many times every day, 10.3% about once a day, 23.3% few times a week, 29.9% once a week, 24.8% a couple of times a month whilst 8.5% indicating rarely. Finally, the respondents were asked to indicate their profession and it was realised that 9.7% were business owners, 10% were students, 27.2% were self-employed, 26.3% were civil servants 24.2% works at the private sector whilst 2.7% represent those who have retired from active services.

In the case of management, 38 administrative staff, made up of 44.7% males and the remaining 55.3% were females. Out of the total management staff of 38, 68.4% were married and 31.6% single. The result suggests that, 10.5% were junior high school leavers, 36.8% were senior high school graduates, 44.7% have obtained undergraduate certification whilst 36.8% with postgraduate certification. The result suggests that 28.9% were Chief executive officers, 26.3% were general managers, 15.8% were accountants and the remaining 28.9% were administrators. The result showed that 2.6% of the managerial staff have been in operation for at most 2 years, 18.4% have worked for the company between 2.5 years, and 42.1% have worked for between 6-10 years whilst 36.8% have more than 10 years working experience with the company.

**Table 2: Socio-Demographic Profile of Sample**

<b>Variable</b>	<b>N=331</b>	<b>%</b>
<i>Customers</i>		
<i>Gender</i>		
Male	204	61.6
Female	127	38.4
<i>Age Group</i>		
20-29 years	111	33.5
30-39 years	122	36.9
40-49 years	69	20.8
50-59 years	23	6.9
60 years	6	1.8
<i>Marital Status</i>		
Married	153	46.2
Single	178	53.8
<i>Educational Level</i>		
Primary School	9	2.7
Junior High School	10	3
Senior High School	65	19.6
Undergraduate	179	54.1
Post graduate	68	20.5

*Monthly Household Income*

Below GH¢2000	111	33.5
Gh¢2100-gh¢3000	102	30.8
Gh¢3100-gh¢4000	59	17.8
Gh¢4100-gh¢5000	37	11.2
Above GH¢6000	22	6.6

*Reason For Visit*

To sit there and work	25	7.6
For business meetings	41	12.4
To sit and study	13	3.9
To socialise	74	22.4
To eat	132	39.9
For entertainment	46	13.9

Variable

**Customers**

**N=331**

**%**

*How You Heard of The Restaurant*

Through advertisement	79	23.9
Through company website	42	12.7
Through friends & relatives	167	50.5
Through marketers	43	13

*Duration In Restaurant*

Less than 10minutes	8	2.4
10Minutes to 30Minutes	53	16
30 Minutes to 1Hour	128	38.7
1 hour to 2 hours	123	37.2
More than 2Hours	19	5.7

*How Often Do You Visit the Restaurant*

Many times, everyday	11	3.3
About once a day	34	10.3
Few times a week	77	23.3
Once a week	99	29.9
A couple of times a month	82	24.8
Rarely	28	8.5

*What Is Your profession*

Business Owner	32	9.7
Student	33	10
Self-Employed	90	27.2
Civil Servant	87	26.3
Works for private sector	80	24.2
Retired	9	2.7

**Management**

**N=38**

**%**

Variable

*Gender*

Male	17	44.7
Female	21	55.3

<i>Marital status</i>		
Married	26	68.4
Single	12	31.6
<i>Educational level</i>		
Junior High School	4	10.5
Senior High School	14	36.8
Undergraduate	17	44.7
Postgraduate	3	7.9
<i>What is your designation?</i>		
CEO	11	28.9
General Manager	10	26.3
Accountant	6	15.8
Administrator	11	28.9
<i>How long has your company been in operation?</i>		
Under 2years	1	2.6
2-5years	7	18.4
6-10years	16	42.1
Above 10years	14	36.8

#### 4.2 Descriptive and Correlation Analysis

Descriptive statistics was carried out using mean (M) and standard deviation (SD) as shown in the Table 2. Sensory marketing has estimated mean and standard deviation value of (M=4.210; SD=0.184); Employee factor (M=3.850; SD=0.134); Economic Performance (M=3.650; SD=0.112). The results as obtained from the analysis of data shows that respondents to a large extent agree to the questions asked under each construct. Finally, correlations were computed between the three factors (Table 2). The table shows that there were significant correlations among the constructs except between sensory marketing and employee factor ( $\rho = 0.076$ ;  $p > 0.05$ ) at 5% significance level.

**Table 3: Reliability and Correlation analysis**

<i>Constructs</i>	<i>M</i>	<i>SD</i>	<i>CR</i>	<i>CA</i>	<i>AVE</i>	<i>1</i>	<i>2</i>	<i>3</i>
1 Sensory Marketing	4.210	0.184	0.794	0.874	0.741	0.861		
2 Employee factor	3.850	0.134	0.841	0.921	0.684	0.076(0.246)	0.827	
3 Economic Performance	3.650	0.112	0.798	0.878	0.659	0.142(0.018)	0.203(0.003)	0.812

*Note: The square root of the AVE is shown on the diagonal of the table*

#### 4.3 Measurement Model

The proposed model was examined for reliability and validity tests. As showed in Table 2, all constructs have Cronbach alpha ( $\alpha$ ) and composite reliability value above 0.70 as indicated by (Hair et al., 2012) suggesting that there is high level of internal consistency in the responses provided by the respondents. Convergent validity of the items was examined using the standardised loading of the items to confirm to convergent validity an item must have loaded of at least 0.50 to be considered acceptable (Hair et al., 2012). As evident for standardised loading, all the items have loadings ranged from 0.639 to 0.940 indicating high level of

convergent validity. Discriminant validity of the constructs were examined to determine the independency of the constructs. This is achieved by comparing the average variance extracted (AVE) with any pair of correlation. Discriminant validity is achieved when the square-root of the AVE were more than the correlation. The result obtained as shown in Table 1, all square root of the AVE were more than any pair of correlation in the matrix, hence discriminant validity is achieved (Byrne, 2010) suggesting that multicollinearity is absent

#### 4.4 Hypotheses Testing

Hypothesis 1 shows the direct relationship between sensory marketing and economic performance. As evident in the Table 4, there is statistically and significant influence of sensory marketing on economic performance ( $\beta=0.12$ ;  $p<0.05$ ). Hence, the hypothesis is positive and supporting. Hypothesis two establishes the mediating effect of employee factor between sensory marketing and economic performance. As evident in Table 4, the indirect effect between sensory and employee factor shows no significance ( $\beta=0.074$ ;  $p>0.05$ ) and employee factor with economic performance showing significance relationship ( $\beta=0.19$ ;  $p<0.05$ ) suggesting that no mediation effect exist. Hence, employee factor does not mediate the relationship between sensory marketing and economic performance. Figure 1 shows the diagrammatic relationship that exist among the constructs. As evident in Figure 1, the amount of variance explained by sensory marketing on employee factor is estimated to be approximately 36.1% whilst employee factor and sensory marketing influence on economic performance is estimated to be approximately 72%, this result shows the adequacy of the study model

**Table 3: Summary of path coefficients**

			Estimate ( $\beta$ )	S.E.	C.R.	P-value	Remarks
<b>Direct effect</b>							
Economic Performance	<---	Sensory Marketing	0.121	0.069	2.081	0.037	Supported
<b>Indirect Effect</b>							
Employee factor	<---	Sensory Marketing	0.074	0.038	1.122	0.262	Not Supported
Economic Performance	<---	Employee Factor	0.194	0.136	2.95	0.003	Supported

Note:  $p<0.05$  indicates significance.

#### 4.5 Mediation Analysis

The purpose of the study was to analyse how sensory marketing impacts on business performance and to understand how employee factor helps to improve business performance. Employee factor acts as a mediator between sensory marketing and economic performance. The study shows both the direct and indirect effects of the relationship between the constructs. The research finding shows that there is a positive relationship between and economic performance but employee factor does not have any indirect effect in the relationship between the independent and dependent variables. As evident in Table 4, the indirect effect between sensory and employee factor shows no significance ( $\beta=0.074$ ;  $p>0.05$ ). Thus, the overall study clarifies that no mediation effect exists in the sensory marketing-economic performance relationship. Hence, employee factor does not mediate the relationship between sensory marketing and economic performance of any restaurant.

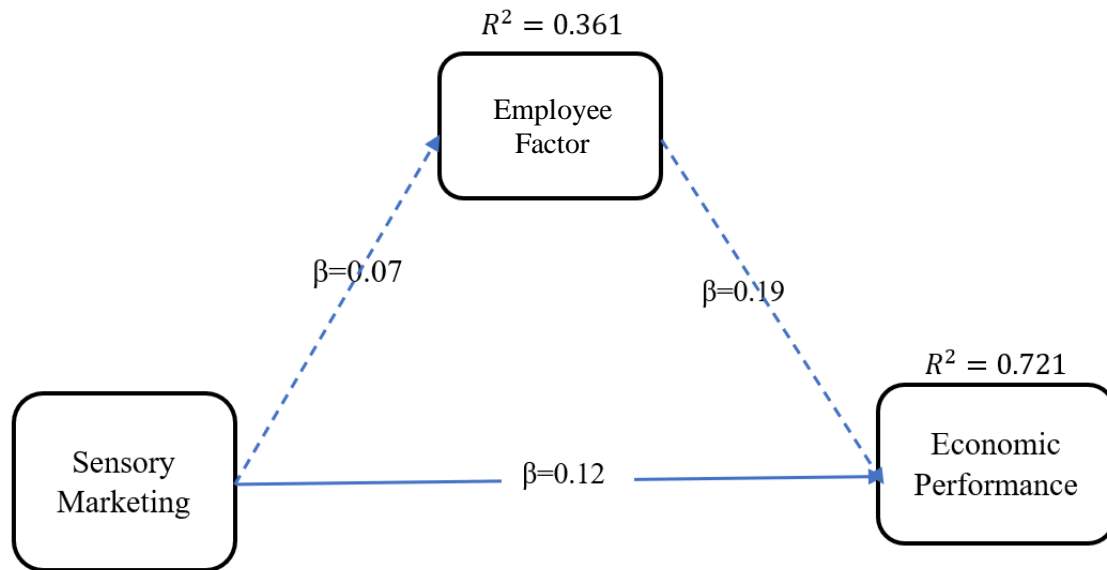


Figure 2: Extracted Standardised Path Coefficient.

#### 4.6 Discussion of study result

This section discusses the study results, highlighting the key findings of the research and summarising the contributions and discoveries made from the analysed data. This study replicates and extends previous research on sensory marketing. In line with previous studies, the study shows how consumers react to the atmosphere of restaurants through the cognitive and emotional reactions. For instance, Ali and Ahmed (2019) put forward a relatively more comprehensive model, which comes quite close to the one proposed for this study. Their model presents a holistic approach of sensory marketing by using all five human senses (taste, smell, sight, touch and sound) against market share. The study investigated the effect of sensory marketing on Egyptian hotel market share among customers' perception and actual behaviour based on implementing the elements of sensory marketing within five-star hotels in Cairo. They treated antecedents of market share very elaborately but did not consider other indicators of performance. Sensory marketing was only discussed and its impact was measured against market share, which was their sole measure for hotel performance. While their study provides detailed insight of sensory marketing, it remains simplistic, compared with this present study.

In this study, however, it has been revealed that, efforts have been made by the various foodservice centres to develop and maintain the freshness of the area, and to ensure that the food and drinks are delicious. This result shows that all sensory marketing variables statistically and significantly have positive influence on economic performance. The section also investigated the mediating role of employee factor in the sensory marketing-economic performance link. Surprisingly, employee factor does not have any indirect effect in the relationship between the constructs. Put together, this model presents a better understanding of the interrelationships between the chosen constructs and adopts a broader perspective to restaurant performance beyond market share. The study established that sensory marketing strategies are used to activate brands. This study cannot be considered totally complete and flawless. However, it has been able to provide answers to the questions it sets for itself at the beginning of the study, which are sufficient to fill the knowledge gap in literature. Marketers

use a set of tools like trade shows, sponsorship, events marketing, sports marketing, brand-community gathering, and pop-up shops, and live product demonstrations to provide these experiences to consumers. Based on evidence provided, sensory marketing increases customer feelings of dominance and pleasure.

#### **4.7 Implications of the study**

Theoretically, this study contributed to existing literature in the field of sensory marketing especially in the Sub-Saharan Africa. Through the above findings, the nature of the relationship between sensory marketing and business performance had been clarified. Also, introducing a mediating variable such as employee factor to determine the strength of the relationships between the independent and dependent variables made significant contribution to the sensory marketing and economic performance model. This therefore gives the current study a holistic view, meaningful to researchers and industry players. It also advised researchers to create models integrating all the five senses in predicting consumer behaviour. Building a workable framework for a developing country context is very essential as this study extends knowledge to help in understanding sensory marketing in Africa as an emerging market. From a practical perspective, this study is aimed at helping restaurant marketers in identifying opportunities and creating sensory linkages to analyse how consumers differentiate and position brands in their minds. Restaurant managers should therefore focus on creating interior decor that promotes a harmonious atmosphere within the restaurant space. The interior atmosphere should match the brand concept, and should strive to become a multi-purpose resting area. As today's consumers are extremely sensitive to new trends and are influenced by sensory factors, restaurant managers should endeavor to provide a new and comfortable atmosphere by focusing on freshening up or renovating the restaurant space seasonally or at regular intervals.

#### **5.0 Conclusion**

In conclusion, the definition of sensory marketing was already reviewed over a span of years in previous literature, which shows that this technique has the potential to enable marketers create effective solutions for their business activities. Researchers and marketers stipulate that products and services that stimulate the human senses to enhance consumer experiences will define the future of marketing. In a similar study, Ali and Ahmed (2019) put forward a model which comes quite close to the one proposed for this study. Their study investigated the effect of sensory marketing on Egyptian hotel market share among customers' perception and actual behaviour within five-star hotels in Cairo. They treated antecedents of market share very elaborately but did not consider other indicators of firm performance. Sensory marketing was discussed and its individual effects was measured against financial performance, which was their sole measure for hotel performance. However, in this study, knowledge in literature on performance of firms has been extended beyond market shares to include two new constructs, comprising of profitability and sales growth as key performance indicators (KPIs). Also, introducing employee factor as mediating variable to determine the strength of the relationships between the constructs made significant contribution to the sensory marketing model. This therefore gives a holistic view to the sensory marketing model that is meaningful to researchers and industry players. In other words, it validates the theoretical framework that draws linkages between the research variables and how these can be used to improve organisational performance. Put together, the current model presents a better understanding of the interrelationships between the chosen constructs. Based on our research, we have shown

that sensory marketing is an important marketing communications strategy that has significant positive influence on economic performance. The achievements of this research show the overall conclusion that companies selected are strongly focused on managing their performance while applying many modern marketing concepts and methods for their operations.

### **5.1 Suggestions for further studies**

The interaction of the various constructs and level of relationship between sensory marketing and its impact on economic performance as established by this study has created opportunities through which this dialogue can be extended in theory and in practice. This study was conducted in Ghana and as a result, cultural differences between countries should be considered when making cross-cultural comparisons in future studies. Several other limitations of this study should be noted and used as a reference point for future studies. Future researchers need to conduct qualitative interviews to fully understand how sensory marketing factors influence economic performance of firms. Based on the primary data analysis, it has become clear that older consumers have different behaviour patterns in comparison to younger consumers in relation to how they are influenced by their sensory cues. As a result, future studies should include the difference in behaviour patterns in consumers between various age groups as found in this study. Anvar (2016), also drew similar conclusions on studies performed on consumers aged 60 or above. This could be related to the fact that older consumers are more health conscious when it comes to eating from outside their homes, hence the need for further studies. Moreover, future studies may address the gap in the literature regarding the empirical investigation of the sensory marketing tools such as sponsorship, brand communities, product placement, product launches, street events, road shows, exhibitions and pop-up stores, product sampling events, just to mention few and with a comprehensive theoretical background. This study may be applied by other industries with certain modifications to test the association between the sensory marketing practices and their respective key approach to business. Future researchers are highly recommended to apply this proposed model in their empirical studies and to make further modifications where necessary and suitable.

### **References**

- [1] Achim, M. V. (2010). Business performances: Between profitability, return and growth. *Annals of the University of Craiova, Economic Sciences Series*, 2.
- [2] Agapito, D., Valle, P., & Mendes, J. (2014). The sensory dimension of tourist experiences: Capturing meaningful sensory-informed themes in Southwest Portugal. *Tourism Management*, 42, 224–237.
- [3] Akin, M. (2016). Impact of Brand Experience Built by GSM Operators in Turkey on Young Consumers' Brand Loyalty. *International Review of Management and Business Research*, 5(2), 438.
- [4] Ali, E. H. M., & Ahmed, M. O. (2019). Sensory marketing and its effect on hotel market-share: Perception of hotel customers. *Journal of Tourism and Hospitality Management*, 7(1), 116–126.
- [5] Anvar, M. (2016). *The Effect of Multi-Sensory Branding on Purchase Intention at Coffee Shops in South Africa* [PhD Thesis]. University of the Witwatersrand, Faculty of Commerce, Law and Management ....
- [6] Asiedu, M. S., Abankwa, K., & Anderson, A. K. (1999). Nutritional evaluation of fast foods in Accra. *Proceedings of the 9<sup>th</sup> Faculty of Science Colloquium, University of Ghana*.

- [7] Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, 107(2), 238.
- [8] Bradford, K. D., & Desrochers, D. M. (2009). The use of scents to influence consumers: The sense of using scents to make cents. *Journal of Business Ethics*, 90(2), 141–153.
- [9] Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(3), 52–68.
- [10] Brews, P., & Purohit, D. (2007). Strategic planning in unstable environments. *Long Range Planning*, 40(1), 64–83.
- [11] Bruwer, J., Saliba, A., & Miller, B. (2011). Consumer behaviour and sensory preference differences: Implications for wine product marketing. *Journal of Consumer Marketing*.
- [12] Byrne, B. M. (2001). Structural equation modeling with AMOS, EQS, and LISREL: Comparative approaches to testing for the factorial validity of a measuring instrument. *International Journal of Testing*, 1(1), 55–86.
- [13] Čižiūnienė, K., Vaičiūtė, K., & Batarlienė, N. (2016). Research on competencies of human resources in transport sector: Lithuanian case study. *Procedia Engineering*, 134, 336–343.
- [14] Costa, M.F., Patricia, Z.N., R. Jessica, A., & Maria, G.V. (2012). Sensory marketing: consumption experience of the Brazilian in the restaurant industry. *International Journal of Business Strategy*, 12(4), 165-171.
- [15] Davis, P. S., Babakus, E., Englis, P. D., & Pett, T. (2010). The Influence of CEO Gender on Market Orientation and Performance in Service Small and Medium- Sized Service Businesses. *Journal of Small Business Management*, 48(4), 475- 496.
- [16] Dzhangazova, E.A., Zaitseva, N.A., Larionova, A.A., & Pervunin, S.N. (2015). The Russian hotel market: Condition and development under the crisis. *Mediterranean Journal of Social Sciences*, 3, 289-296.
- [17] Elder, R. S., & Krishna, A. (2010). The effects of advertising copy on sensory thoughts and perceived taste. *Journal of Consumer Research*, 36(5), 748–756.
- [18] Farias, S. A., Aguiar E. C., & Melo, F. S. (2014). Store atmospherics and experiential marketing: A conceptual frame work and research propositions for an extraordinary customer experience. *International Business Research*, 7(2) , 87-99.
- [19] Fisher, A. (2001). Winning the Battle for Customers. *Journal of Financial Services Marketing*, 6(1(September)), 77-84.
- [20] Fryrear, A. (2015). What's a Good Survey Response Rate? [11] Retrieved from <https://www.surveygizmo.com/resources/blog/survey-response-rates/> at 16 November 2019
- [21] Ghana Standards Authority (2019). Ghana Standard, GS 965–1 (criteria for grading the formal catering and drinking establishment. Accra, Ghana.
- [22] Ghosh, T., & Sarkar, A. (2016). “To feel a place of heaven”: examining the role of sensory reference cues and capacity for imagination in destination marketing. *Journal of Travel & Tourism Marketing*, 33(Supp1.), 25–37.
- [23] Gretzel, U., Fesenmaier, D. R., & Lee, Y. J. (2010). Narrating travel experiences: The role of new media. In *Tourist Experience* (pp. 191–202). Routledge.
- [24] Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: A review of past practices and recommendations for future applications. *Long Range Planning*, 45(5–6), 320–340.
- [25] Hall, M. (2008). The Effect of Comprehensive Performance Measurement Systems on Role Clarity, Psychological Empowerment and Managerial Performance, *Accounting*,

- Organisations and Society, 33, 2/3, 141-63.
- [26] Hatcher, L. (1994) A Step-by-Step Approach to Using the SAS System for Factor Analysis and Structural Equation Modeling. SAS Institute, Inc., Cary.
- [27] Hayes, A. F. (2013). Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach. Guilford Press.
- [28] Hempel, G. H. A. B. (n.d.). Coleman, Donald G. Simonson. 1986. *Bank Management Text and Cases*.
- [29] Hui, M. K., & Bateson, J. E. (1991). Perceived control and the effects of crowding and consumer choice on the service experience. *Journal of Consumer Research*, 18(2), 174–184.
- [30] Hultén, B. (2015). *Sensory marketing: Theoretical and empirical grounds*. Routledge.
- [31] Hultén, B., Broweus, N., & Van Dijk, M. (2009). What is sensory marketing? In *Sensory marketing* (pp. 1–23). Springer.
- [32] Hutter, K., Hautz, J., Dennhardt, S., & Füller, J. (2013). The impact of user interactions in social media on brand awareness and purchase intention: The case of MINI on Facebook. *Journal of Product & Brand Management*.
- [33] Inman, J. J. (2001). The role of sensory-specific satiety in attribute-level variety seeking. *Journal of Consumer Research*, 28(1), 105–120.
- [34] Kent, T. (2003). 2D23D: Management and design perspectives on retail branding. *International Journal of Retail & Distribution Management*, 31(3): 131-142.
- [35] Kim, D., & Perdue, R.R. (2013). The effects of cognitive, affective, and sensory attributes on hotel choice. *International Journal of Hospitality Management*, 35, 246-257.
- [36] Klink, R. R. (2000). Creating brand names with meaning: The use of sound symbolism. *Marketing Letters*, 11(1), 5–20.
- [37] Krishna, A. (2012). An integrative review of sensory marketing: Engaging the senses to affect perception, judgment and behavior. *Journal of Consumer Psychology*, 22(3), 332–351.
- [38] Krishna, A., Cian, L., & Sokolova, T. (2016). The power of sensory marketing in advertising. *Current Opinion in Psychology*, 10, 142–147.
- [39] Kunkel, S. W. and Hofer, C. W. (1993): How strategy and industry interact to affect new venture performance. Academy of Management, Entrepreneurship Division, Atlanta Georgia.
- [40] Lesschaeve, I. (2007). Sensory evaluation of wine and commercial realities: Review of current practices and perspectives. *American Journal of Enology and Viticulture*, 58(2), 252–258.
- [41] Lindstorm, Martin, Kotler, Philip, (2010). *Brand Sense Sensory Secrets behind the Stuff We Buy*. New York: Free Press A Division of Simon & Schuster Inc.
- [42] Lindstrom, M. (2005). Broad sensory branding. *Journal of Product & Brand Management*.
- [43] Mahmood, R., Hee, O. C., Yin, O. S., & Hamli, M. S. H. (2018). The Mediating Effects of Employee Competency on the Relationship between Training Functions and Employee Performance. *International Journal of Academic Research in Business and Social Sciences*, 8(7), 664–676.
- [44] Matsuno, K., Mentzer, J. T., & Rentz, J. O. (2000). A refinement and validation of the MARKOR scale. *Journal of the Academy of Marketing Science*, 28(4), 527–539.
- [45] Messersmith, J. G., Patel, P. C., Lepak, D. P., & Gould-Williams, J. S. (2011). Unlocking the black box: Exploring the link between high-performance work systems and performance. *Journal of Applied Psychology*, 96(6), 1105.

- [46] Ryu, K., & Han, H. (2010). *Influence of physical environment on disconfirmation, customer satisfaction, and customer loyalty for first-time and repeat customers in upscale restaurants.*
- [47] Satti, Z. W., Babar, S. F., & Ahmad, H. M. (2021). Exploring mediating role of service quality in the association between sensory marketing and customer satisfaction. *Total Quality Management & Business Excellence*, 32(7–8), 719–736.
- [48] Saul M. L (2019). What's the difference between qualitative and quantitative research? Retrieved from <https://www.simplypsychology.org/qualitative-quantitative.html>, at 13 August 2019.
- [49] Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management*, 15(1–3), 53–67.
- [50] Soars, B. (2009). Driving sales through shoppers' sense of sound, sight, smell and touch. *International Journal of Retail & Distribution Management*.
- [51] Spence, C., & Gallace, A. (2011). Multisensory design: Reaching out to touch the consumer. *Psychology & Marketing*, 28(3), 267–308.
- [52] Tešanovic, D., Krasavcic, M., Kalenjuk, B. M., Portic, M., & Gagic, S. (2014). The influence of the structure of employees on sensory quality of restaurants' food. *British Food Journal*.
- [53] Vukovic, R. K., Roberts, S. O. & Wright, L. G. (2013). From parental involvement to children's mathematical performance: The role of mathematics anxiety. *Early Education and Development*, 24(4), 446-467.
- [54] Yates, S. J. (2004). *Doing social science research*. London: Sage Publications
- [55] Zainudin, A. (2015). *SEM Made Simple*. MPWS Publication. Bangi, Malaysia.