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Highlights

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Study of User-Generated Content

Discovering Thoughts, Inventing Future

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A Study of User-Generated Content on Social Networking Sites and its Impact on Consumer-Based Brand Equity Constructs

By Dr. Rachna & Iesha Khajuria
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Abstract- The present study aims to understand the brand related content generated by internet users on social media and its influence on the consumer-based brand equity constructs. The dimensions of consumer-based brad equity considered in the study are based on the Aaker Brand Equity model, and Facebook, being the mostly accessed site, is considered for study. For the above mentioned objective, the data has been gathered from 500 respondents, using a well-structured questionnaire. The respondents comprise people within the age group of 18-35 years. The findings reveal a significant impact of user-generated content on brand equity constructs and have implications for brand managers and media planners for administering the user-generated content on social media, and also for various researchers and academicians towards examining the effects of such social interactions on brand elements.

Keywords: consumer-based brand equity, facebook, social media, social networking sites, user-generated content.

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A Study of User-Generated Content on Social Networking Sites and its Impact on Consumer-Based Brand Equity Constructs

Dr. Rachna [α] & Iesha Khajuria [σ]

Abstract- **The present study aims to understand the brand related content generated by internet users on social media and its influence on the consumer-based brand equity constructs. The dimensions of consumer-based brad equity considered in the study are based on the Aaker Brand Equity model, and Facebook, being the mostly accessed site, is considered for study. For the above mentioned objective, the data has been gathered from 500 respondents, using a well-structured questionnaire. The respondents comprise people within the age group of 18-35 years. The findings reveal a significant impact of user-generated content on brand equity constructs and have implications for brand managers and media planners for administering the user-generated content on social media, and also for various researchers and academicians towards examining the effects of such social interactions on brand elements.**

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I. Introduction

The advancements in web technologies, over the past few years, have brought about a significant change in our lives. Almost every sphere of life, from socialising to travelling, shopping, entertainment, has seen a shift from real life to a virtual one. Proliferation of social media platforms has not only shifted a common man to these spaces, but various brands, marketers, advertisers, national and international organisations have also moved their commerce, branding and customer relations to the internet spaces. Marketing also, with the invent of web 2.0 technologies, has evolved from one-to-many to many-to-many marketing. Media for many-to-many marketing communication include wikis, blogs, online forums, file sharing sites (photo and video sharing sites), and also Facebook, Twitter, and LinkedIn networks as well. The web has enhanced the already existing power of word-of-mouth, exponentially. In today's marketing, brands and branding are of great importance. Traditional forms of brand communication via public relations, television advertising etc., have no doubt, achieved a lot of success, but in today's customer-dominated business environment, their effectiveness is declining dramatically (Kotler et al., 2008; Wright, Khanfar, Harrington & Kizer, 2010). Social media networks are able to target comparatively much more audience, at a lesser cost, and that too with consumer involvement.

Word-of-mouth communication in Social Media platforms is highly powerful and less expensive (Bruyn, 2008; Hennig-Thurau et al., 2004; Kozinets et al., 2010). Social media can offer numerous benefits to brands. According to Fournier & Avery (2011), Muniz & Schau (2011), and Ulusu (2010), social media helps enhancing sales, involve consumers in brand creation process, expand brand awareness, provide more positive associations and increase consumer loyalty to a brand. Companies using such power of communication can, in a very short span of time, attract a lot of consumers who being impressed by a viral message might join the process of dissipation of information or will be willing to support the brand or the organisation. Social media, thus, enables consumers to create positive as well as negative influence on brand equity. Therefore, it is important for the companies to know, how to manage the communication process in social media seeking to build brand equity, thereby affecting consumer purchase decisions.

With the emergence of social media in recent times, the main aim of the present study is to create knowledge about the impact of social media communication (Facebook, under study) on consumer-based brand equity (CBBE), in terms of user-generated content (UGC) about the brands.

II. Literature Review

a) *Brand related User-Generated Content (UGC) on Social Media*

Based on Kaplan & Haenlein (2010) and Solis (2011), social media can be defined as a comprehensive term for web-based applications which enable the internet users, online customers to be more precise, to exchange as well as create information, share views and experiences with friends, relationships, colleagues etc. Since the upsurge of the Internet as a

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business/commerce medium, one of its basic applications has been into the marketing practices.

Advertising on social networking sites (SNSs) is a great way to promote a company's offerings. In addition to having their own corporate websites, many companies find it worthwhile to have a social media existence through Facebook, Twitter, etc., as this allows their visibility even to those who might be unaware of the company existence. These social networking sites (SNSs) have become interactive platforms for the marketers and the audience. People have lately become more used to communicate and socialise via Internet (Carlsson, 2011). Many studies (e.g., Hennig-Thurau et al. 2004; Karakaya & Barnes 2010; Kietzmann et al. 2011) have proposed that people find social media to be much more reliable sources of information in comparison to the traditional marketing communication tools employed by the companies. They get more attached to the brands in social networks than the usual pop-up advertisements and banners. The brand communication on social media, however, can be broadly classified into two, firstly from marketers' end and the other being done on consumers' part in terms of conversations they engage themselves on the social networking sites like Facebook, twitter, etc. Godes & Mayzlin (2009) suggest that, to better understand the influence of social media communications, it is important to differentiate between the two forms, i.e., firm-generated and user-generated social media communication. Firm-created WOM may be characterised as being firm actuated but consumer implemented (Godes & Mayzlin, 2009). User-generated content on the other hand, is independent of the firm's control (Bergh et al., 2011). Of the two forms, however, the present study concentrates on the user-generated content (UGC).

Social media, today, has enabled the consumers with much more possibilities to generate content (Kaplan & Haenlein, 2010; Muniz & Schau, 2011). Thus, consumers are no longer passive receivers of product(s) information via press releases or some other such tool used by the companies (Li & Bernhoff, 2008). Gangadharbatla (2008) asserts that the proliferation of online brand communities and social networking sites has backed the increase in brand-related user-generated social media communication. User-generated content (UGC) is a swiftly spreading avenue for brand conversations and customer insights (Christodoulides et al., 2012). Many studies (e.g., Barwise & Meehan, 2010; Beuker & Abbing, 2010; Fournier & Avery, 2011; Patterson, 2011) propound that consumers affect the brands not only by directly reciprocating a message directly, but also by interpreting or/and communicating it, passing the message further to other consumers, who can either react to the sender, display no reaction or pass it to some other consumer with their own expositions. It is perceived that the information that is shared online by various consumers among each other can be positive, as well as negative. Further, it has been mentioned in a study by Bambauer-Sachse & Mangold (2010) that as compared to satisfied people sharing their positive experiences, dissatisfied ones have more inclination towards voicing their negative experiences. And such negative comments online tend to develop a negative image about the brand, which ultimately has a fatal effect on brand equity. Thus, it can be assumed that the internet users get highly influenced by the information that appears on the social media platforms (Poynter, 2008). Further, DEI Worldwide (2008) found that 70% of the customers embark on social networking sites to gather products and/or brands related information and 49% of them seal their buying decisions based on such information.

In an effort to add to the present literature on the topic, the current study concentrates on brand-related user-generated content, focusing solely on content created by Facebook users.

b) Consumer-Based Brand Equity (CBBE) & its Constructs

In the literature, the brand equity concept has been considered from various perspectives (Boo et al., 2009). Two major viewpoints, however, have been proposed that conceptualise brand equity (Lassar, Mittal and Sharma, 1995). One is the financial perspective (Simon & Sullivan, 1993) that defines brand equity as the incremental cash flows which accrue to branded products over unbranded products. And the other is the consumer-based (Aaker, 1991; Keller, 1993; Kim, Kim & An, 2003; Leone et al., 2006; Yoo & Donthu, 2001) that emphasises consumers' mindset; that is to say that the real brand power lies in the minds of the consumers. The current study, however, concentrates on the customer-based perspective and focuses on the measures pertaining to the consumer mindset like the evaluations, associations, and relationships customers tend to have towards the brand.

Two main frameworks find their unique place in the literature of brand equity, that operationalise the concept of customer-based brand equity. One of them has been proposed by Keller (1993) that defines consumer-based brand equity as the differential effect of brand knowledge on consumer response towards the marketing of the brand. In order to understand the way customer based brand equity can be built, managed and measured, Keller (1998) further defines brand knowledge in terms of brand awareness and brand image. In this sense, Keller (1993) observes brand equity in terms of brand awareness and perceptions about a brand as demonstrated by the strength, favourability and uniqueness of brand associations that are held in consumers' memory.

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The other framework for consumer-based brand equity, as proposed by Aaker (1991) is the most comprehensive and widely accepted by numerous researchers (e.g. Buil et al., 2008; Kim et al., 2003; Kim and Hyun, 2011; Lee and Back, 2010; Motameni & Shahroki 1998; Pappu et al., 2005; Pike et al., 2010; Yoo et al., 2000). In this framework, Aaker (1991) defines brand equity as "a set of brand assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and / or to that firm's customers". The set of brand assets / liabilities are categorised into five types: brand awareness, brand associations, brand loyalty, perceived brand quality, and other proprietary brand assets. Other proprietary brand assets include patents, trademarks and channel relationships, which are irrelevant to consumer perception. Thus, only the first four dimensions are essential to the measuring of customer based brand equity (Yoo & Donthu 2001). Of the two frameworks mentioned, the present study, however, considers the four dimensions as suggested by Aaker's framework.

Aaker (1996b) asserts that brand awareness plays a very signifiacnt role in the study of branding and is an essential part of brand equity. Aaker (1991) defines brand awareness as, "the ability of a buyer to recognize that a brand is a member of a certain product category". The extent of brand awareness can be measured in terms of customer's ability to spot and recognise the brand in different circumstances (Aaker, 1991; Atilgan, Aksoy & Akinci, 2005). Brand awareness should, ideally, occur irrespective of environmental conditions such as time and place.

Brand association may be defined as positive feelings of customers towards the brand based on the comparative degree of brand strength (Lasser et al., 1995). Keller (1998) also mentions that based on the relative degree of brand strength, brand association can influence consumers' buying decisions. Buyers usually are ready to purchase branded goods at premium costs just because of the emotional bonding they share with the reputable brands (Hamann et al., 2007). James (2005) claims that the higher level of brand association will enhance brand equity.

One of the most important ingredients in marketing, branding to be specific, is the brand loyalty. Brand Loyalty can be measured in a behavioural sense in terms of number of repeat purchases (Keller, 1998). Aaker (1991) defines brand loyalty as "a measure of the attachment of a customer with a particular brand". Mark et al. (2007) also emphasises upon the fact that the customers who are loyal to some specific brand will always consider that brand as their preferred selection, do not shift easily to other brands, and have little chances of getting affected by the price wars. Thus, increased brand loyalty definitely increases brand equity.

Aaker (1991) defines perceived brand quality as the customer's perception of products' superior quality in comparison to other offerings. Dean and Biswas (2001) state that to what extent a customer knows about the quality of a product depends either on his/her past experience with the product use or/and possible comments/feedbacks from others in their acquaintances and the like.

c) Development of Research Hypotheses

As mentioned before, the present study considers user-generated content on social media and attempts to understand and analyse its impact on consumer-based brand equity in terms of its four dimensions (namely, Brand Awareness, Brand Associations, Brand Loyalty, and Perceived Brand Quality) as proposed by Aaker's framework.

Anindya et al. (2012), in their study, indicate that user-generated content on social media sites and various search engines is influencing to a great extent the way customers buy online.

Anzmac (2010), in his article, proposed a relationship between social media participation and engagement, and behavioural outcomes. Also, these relationships were proposed to have a mediating effect of brand engagement and motivation. Ligita Zailskaite-Jakste and Rita Kuvykaite (2013) showed through their empirical research on a coffee brand that a proper management of communication in social media (SM) aids in building brand awareness and a positive brand image. The study proposed that igniting communication in social media through consumer engagement into brand building can enhance a brand's likeability. Many studies indicate that social media marketing as a tool for a company's marketing activities revolves around six major dimensions: Online Communities, Interaction, Sharing of Content, Accessibility, and credibility. As'ad, H. Abu-Rumman and Anas Y. Alhadid (2014) in their empirical study on mobile service providers in Jordan concluded that there is a statistically significant impact of these dimensions of social media marketing on the brand equity of the mentioned service providers. Jennifer Bonhomme, George Christodoulides, and Colin Jevons (2010) studied the effect of consumer's involvement in user-generated content (UGC) on brand equity. Their empirical research on 201 consumers through an online survey provided evidence that an overall UGC involvement has a positive impact on CBBE. And thus, the study gave a strong message to brand managers that UGC campaigns may indeed enhance their brand equity. Yoo et al. (2000) suggest that a message contained in the brand communication process, if triggers a positive and satisfactory customer reaction, increases the possibility that a brand will be included in the customer's consideration set. This will further shorten the decision-making process, converting that choice into a habit and hence improving the brand

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equity. Also, Keller (2008) explains that the consumers' favourable reaction towards a product/brand and its easy identification leads to a positive customer-based brand equity.

In view of all the above following hypotheses have been stated:

H1: User-generated content on Facebook has a significant impact on brand awareness.

H2: User-generated content on Facebook has a significant impact on brand associations.

H3: User-generated content on Facebook has a significant impact on brand loyalty.

H4: User-generated content on Facebook has a significant impact on perceived brand quality.

III. Method

a) Data Collection & Sampling

For data collection, a self-structured questionnaire was used as the research instrument. And a combination of convenience and snowball sampling technique was employed. 400 questionnaires were initially distributed personally to the known people in the age group 18-35 years, and 150 given to some of them for further referring to their acquaintances for filling up the questionnaires. Thus, a total of 550 questionnaires were distributed initially, out of which 500 were found to serve the purpose of the study (after excluding the ones that did not return or were found incomplete). Thus, the sample size was 500. The data collection was conducted for about 2 months (December, 2016-January, 2017). As per the findings, out of 500 credible respondents, there were 65% males and 35% females. And average age was found to be 25 years.

b) Measure

A little screening was done prior to the distribution of the questionnaires. The individuals were enquired to see if they did in fact use the social media (Facebook) of interest to the study and whether they could serve the purpose relevant for the analysis. These questions were, "Do you use Facebook?", "Do you follow some retail brand on Facebook", and "Have you ever seen or gone through some product/brand reviews on Facebook?" (Yes or No). Only after getting a favourable response for these, the questionnaires were handed over to the respondents. The questionnaire was divided into two sections. First section referred to demographic information (such as age, gender, occupation etc.) related with the sample and also questions about social media usage. Second section contained scales for measuring the impact on CBBE dimensions (viz., brand awareness, brand associations, brand loyalty, and perceived quality). Respondents were instructed beforehand, "Think of one retail brand of your interest that you follow on Facebook. Consider that brand and indicate your level of agreement or disagreement with the following statements." The statements for the variable brand awareness (5-item index) were pulled from a scale by Atilgan et al. (2005) and Yoo et al. (2000); those for brand association and brand loyalty (5-items each) were taken from Kim & Kim (2005) and Yoo et al. (2000); whereas those for perceived quality (3-item index) were adopted from Yoo et al. (2000). Further, the items for the variable user-generated content (3-item index) on social media were obtained from Mägi (2003), Tsiros et al. (2004), and Bruhn et al. (2012). All the statements were measured on a 5-point Likert scale (1= strongly disagree to 5=strongly agree).

c) Analysis

SPSS Version 21 was employed for all the analysis purposes. Besides the descriptive statistics mentioned previously, a correlation was carried out to check the relationship between user-generated brand content on Facebook and the four CBBE constructs (brand awareness, brand associations, brand loyalty, and perceived brand quality). Also, a regression was run to see the impact on these CBBE constructs by UGC on Facebook on the basis of gender. Results are reported further. An alpha level of .05 was considered for all the statistical tests.

IV. Results

a) Reliability of Scales

The reliability of the variables under examination was tested using Cronbach's Alpha coefficient for the internal consistency of the scale. The following table (Table 1) illustrates the reliability of all the variables.

Table 1: Reliability of Scales

Variable	No. of Items	Cronbach's Alpha
Brand Awareness	5	0.707
Brand Associations	5	0.796
Brand Loyalty	5	0.721
Perceived Brand Quality	3	0.798
User-Generated Content	3	0.853

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All the scales produced an alpha value in the range 0.70-0.88, thus, passing the reliability test, and finding their way towards inclusion in the study.

b) Testing the Research Hypotheses

The correlation for Facebook users, who follow some retail brand on Facebook and see or engage themselves in UGC, was run to see the relationship between UGC and CBBE constructs. UGC was found to correlate significantly with brand awareness, r (500) = 0.214, brand associations, r (500) = 0.810, brand loyalty, r (500) = 0.467, and perceived brand quality, r (500) = -0.447.

Next, four regression tests were carried out to test the hypotheses. A regression was run because it allowed the simultaneous analysis of the influence of multiple independent variables (gender and user-generated content) on the dependent variables (brand awareness, brand associations, brand loyalty, and perceived brand quality). By administering this kind of analysis, a better representation of, how multiple variables were affecting and interacting with the dependent variables, could be seen.

The first regression was administered to find out the impact on brand awareness by these variables: gender and UGC. With an Adjusted R^2 = 0.151, the regression model was found to be significant enough in explaining the variance in brand awareness. Within the regression model, with gender (Beta = 0.000, $p > .05$) and UGC (Beta = 0.214, $p < .05$), only UGC surfaced as the significant predictor for brand awareness. Thus, H1 was supported (Table 2).

Table 2: Regression Test: Impact on Brand Awareness by: Gender and UGC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.017	.187		5.432	.000
	Gender	.000	.095	.000	-.004	.997
	User-Generated Content	.147	.068	.214	2.155	.034

a. Dependent Variable: Brand Awareness

The second regression was administered to find out the impact on brand association by these variables: gender and UGC. With an Adjusted R^2 = 0.636, the regression model was found to be significant enough in explaining the variance in brand association. Within the regression model, out of the two independent variables, viz., gender (Beta = -0.033, $p > .05$), and UGC (Beta = 0.813, $p < .05$), only UGC was found to be the significant predictor for rand associations. Thus, H2 was supported (see Table 3).

Table 3: Regression Test: Impact on Brand Associations by: Gender and UGC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.644	.149		4.324	.000
	Gender	-.041	.075	-.033	-.548	.585
	User-Generated Content	.740	.054	.813	13.632	.000

a. Dependent Variable: Brand Associations

The third regression was administered to find out the impact on brand awareness by these variables: gender and UGC. With an Adjusted R^2 = 0.208, the regression model was found to be significant enough in explaining the variance in purchase intentions. Here again, out of gender (Beta = -0.084, $p > .05$) and UGC (Beta = 0.473, $p < .05$), UGC alone emerged as a significant predictor of brand loyalty. Thus, H3 was also supported (see Table 4).

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Table 4: Regression Test: Impact on Brand Loyalty by: Gender and UGC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.947	.300		9.824	.000
	Gender	-.143	.152	-.084	-.941	.349
	User-Generated Content	.577	.109	.473	5.279	.000

a. Dependent Variable: Brand Loyalty

Finally, the last regression was administered to find out the impact on brand awareness by these variables: gender and UGC. With an Adjusted R^2 = 0.209, the regression model was found to be significant enough in explaining the variance in perceived brand quality. Here again, among the two independent variables, gender (Beta = -0.103, $p > .05$) and UGC (Beta = -0.440, $p < .05$), only UGC can be considered as a significant predictor of perceived brand quality. Thus, H4 was also supported (see Table 5).

Table 5: Regression Test: Impact on Perceived Brand Quality by: Gender and UGC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.464	.402		11.098	.000
	Gender	-.231	.203	-.103	-1.137	.258
	User-Generated Content	-.712	.147	-.440	-4.860	.000

a. Dependent Variable: Perceived Quality

All the above regression analyses reveal that while UGC has a significant impact on CBBE dimensions (brand awareness, brand associations, brand loyalty, perceived quality), gender does not play a significant role while studying the impact of UGC on CBBE constructs.

V. Limitations

The results of the current study might be considered under certain limitations. Firstly, the sample size was rather small (comparing with huge population of Jammu city, which runs in lakhs) with 500 being the final sample size. As a consequence, the potency of the findings is limited. Secondly, since convenience and snowball sampling technique were used, generalizing the results to whole population would be somewhat unfair. Further, the respondents lied between 18-35 years of age group, and thus, the involvement in UGC on Facebook could not be analyzed and hence, its impact on CBBE constructs might not represent other age groups. Also, the responses were analyzed only on the basis of gender and as such other demographic variables (such as age, income, education, occupation, etc.) were not considered as a part of impact analysis, which otherwise could have given better insights. Moreover, there always lies the chance for self-reporting biases, as in there can be no guarantee that individuals report their level of brand engagement on Facebook (or social media) genuinely. In addition to this, the CBBE measurement scales used were approximately only 3-5 items, and hence may not have entirely encapsulated the very fruitful effects. Last but not the least, a particular product/brand was not chosen for the study and the respondents were free to choose any of the brands they follow. So there are chances that different brands have different impact on CBBE.

IV. Conclusions & Future Scope

Changes in the socialising and buying behaviour of people due to social media, is one of the most intriguing aspects in the contemporary marketing. Noting the paucity of research examining the involvement and engagement of people in brand communication on social media (Facebook, under study), the present study aims to investigate the impact on CBBE by user-generated content on Facebook regarding various brands they come across intentionally or unintentionally. While first examining the correlation analysis, a lesser significant correlation was seen between UGC and CBBE constructs. These relationships present a room for further researches into what is influencing (more/less) and yielding those

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relationships. Further, as the study considered people only in the age-group of 18-35 years, it may be intriguing to understand the behavior in little higher age-groups. However, analysis did not consider age as an influencing factor, assuming similar characteristics of age-group under study, in terms of social media usage. Further, comparative studies can be conducted to distinguish the impacts on CBBE among different age-groups, occupations, males and females, between metropolitan and non-metropolitan consumers, and for different brands.

An investigation of the results of the study presents certain eye-openers to the marketing managers. With the help of user-generated content (UGC) via social networks, organisations can generate and increase brand equity of products/services and eventually pull customers. However, marketers need to always keep in mind the power of electronic word of mouth (e-WOM) in a sense that it can equally be fatal as it is useful. People on social media tend to express their negative experiences more often than do they share positive ones, therefore marketers need to make sure that they manage the UGC well, and that the target population receives the right communications at right time and right place. In nutshell, the marketers must prioritise UGC as their marketing and branding strategy, as the people engaged in UGC serve as opinion leaders, and keep a close watch on it too, so that things can be managed before they get worse.

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Influence of Green Marketing on Consumer Behavior: A Realistic Study on Bangladesh

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Abstract- This study aims at looking into consumer perception towards green values created by the green marketing efforts by the promoters and its impact on their purchasing behavior of eco-friendly sustainable products. This study also highlights the resolution of the efforts set by marketers in promoting green brand awareness in the consumer's mind relative to the non-green products. It further highlights the consumer perception and the impact of green marketing communication to see how consumers are influenced to opt for green products. The study includes the result of a consumer product and green marketing survey using a questionnaire devised by the authors on the basis of several types of research carried in the field. This study holds that despite there is a lot of scope in Bangladeshi market for green products to be utilized more within consumer groups that have pro-environmental preferences, green product marketing communication isn't revealing enough to consumers. The study urges that the greater use of marketing and brands to promote and sell products that are environmentally favorable and function effectively.

Keywords: *consumer behavior, green marketing, green products.*

GJMBR-E Classification: *JEL Code: M31*



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Influence of Green Marketing on Consumer Behavior: A Realistic Study on Bangladesh

A S M Saifur Rahman [α], Adita Barua [σ], Rajidul Hoque [ρ] & MD Rifat Zahir [ω]

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I. Introduction

Now environmental awareness has not merely become a global interest, as well as a demanding issue in academic research. The green issue has fostered a positive change in the behavior of consumers since 1970s (Linda F. Alwitt, 1996). This change has induced a significant upset in the perceptual experience of consumers with a rising concern for the preservation and prevention of any further damage to the environment. Admittedly green marketing is an effort to reduce these disturbing impacts on our environment through installing a new course of green concept through designing, producing, packaging, labeling and consuming products that are eco-friendly.

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Companies often applies different strategical approaches toward different parts of the industry to gain competitive advantages via repositioning consumer perception through innovative green products (Elham Rahbar, 2011). In past few years, the concept of green marketing has only been highlighted over the packaging and labeling of product and incentive strategies. An assessment should be carried out to know about how different organizations are putting their effort in green activities.

Purchase decision making process of a consumer usually consists of five stages: the felt need of a benefit, information search, evaluation of alternatives, purchase decision and post-purchase evaluation. In this process of consumer purchase decision, several factors like social, cultural, psychological, behavioral, marketing mix and situations, all effect at some point.

Both parties, the organizations and consumers have a responsibility toward environmental issues and they participate in the process by delivering and purchasing of green products. Here, the fact should be noted that environmental commitment and participation in green activities are two separate issues, both the organizations and consumer has a vital role to play here, but consumer decision is the most crucial because they motivate producers to deliver green products (Suplico, 2009). It is a common sense that consumers won't buy such product that is harmful to human health, environment, plants, animals and any natural resources (Lee, 2008).

Learning these facts might play an influential role in the change of consumer purchasing behavior and create a positive perception toward environmentally friendly products. Consequently, research is important in particular geographical, sociological, situational and time settings (Elham Rahbar, 2011).

Several studies have investigated the change in the consumer's perception, where people are caring about the environment will demonstrate their concerns through different behaviors, such as avoidance of buying a product because it is potentially harmful (Suchard & Polonsky, 1991).

II. A Review of the Research Literature

Several researchers have attempted to find a way to preserve the environment. Many perceived that there is a keen relation between behavioral characteristics, demographic characteristics,

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psychographic characteristics, geographic characteristics of the consumers and that might be the solution to preserving the environment (Granzin & Olsen, 1991).

After assessing the factors that are influencing, studies shows that the psychological and social factors have a more persuasive influence on consumer's behavior than demographic factors (Pickett, Kangun, & Grove, 1995). Besides, Pickett et al. (1995) also admitted in their study that people display distinctive behavior if these factors are influenced anyway and will help in developing strategies for green marketing.

Marketers must focus on environmental awareness in organizations and develop strategic green marketing activities and promote those activities in order to gain new footing. This will draw the consumers have a new perception toward the product (Mendleson, 1994).

Today, many companies are pursuing their effort to preserve the environment by delivering products that are environment-friendly. For this purpose, products and producing process has become greener as they realized that going green and profits aren't contradictory to each other (Hart, 1997, p. 67). Green marketing is providing an opportunity to be innovative in a way that will assist them to make profits and contribute toward the green planet (Grant, 2007, p. 10). Though business often causes damage to the environment in several ways, whether it is directly or indirectly, now there is a raising phenomenon of recognizing environmental friendly sustainable operations. Especially MNCs (Multinational Companies), possesses enough resources to put green activities in motion, they should come forward (Tjärnemo, 2001, p. 29).

To put it in a simple term, marketing refers to "working in the market", in order to deliver the benefits that will meet the needs of consumers at large. But the term green marketing is not all about satisfying consumer needs or improving the living standard, it's about preserving the ecosystem, it's about defending against ecological damages we already caused by industrial advancement (Polonsky, 2011). Recently, green marketing gained a significant coverage within the world-wide media. It seems that both the personal and organizational buyers are becoming more and more aware of environmental sustainability and showing interest to conserve it (Elham Rahbar, 2011).

In 1976, a workshop organized by the AMA (American Marketing Association) namely "A Guide to Ecological Marketing", tried to gather a bunch of specialists to appraise the impact of marketing on the environment (Kinoti, 2011). At this workshop, green marketing was defined as "the study of the positive and negative aspects of marketing activities on pollution, energy depletion, and non-energy resource depletion" (Delafrooz, Taleghani, & Nouri, 2014).

Though several researchers have given different definitions of green marketing from different perspectives, according to the AMA, there are 3 ways to define Green Marketing (Prakash, 2002):

a) *Retailing Definition:* The marketing of products that are presumed to be environmentally safe (Prakash, 2002).

b) *Socially Marketing Definition:* The development and marketing of products designed to improve the physical environmental condition by preserving it from further damage (Prakash, 2002).

c) *Environmental Definition:* The organizational effort to develop, promote, package and restore products in a way which supports ecological concerns (Prakash, 2002).

The concept of green marketing has been developed over the time, can be divided into different eras with very definite characteristics of changing demands on the basis of environmental requirements.

The very first era lasted till the early 1970s, namely ecological green marketing era, really focused on external problems of the environment (e.g. Air & water pollution). The second era took off in the late 80s, namely, green environmental marketing era infused several new concepts with the past focused area, such as developing clean technology, ensuring sustainability, looking out for a consumer and trying to attain competitive advantage etc. (Peattie & Crane, 2005).

The core difference between first and second eras was that the first era was focused on the effectiveness of the industries on the environment, but the second era included all services and manufacturing methods under environmental marketing (Peattie & Crane, 2005).

The third era, sustainable green marketing, concentrated on empowering strict rules of the state, which the second era couldn't continue. Since then, a sustainable development in the arena of marketing made a great influence over the economy (Delafrooz, Taleghani, & Nouri, 2014). For instance, the “environmental technology” created by the Toyota was not just because of law enforced them to do so, but also due to the demand from a unified product line for the next generation cars like electric–combustion hybrids (Delafrooz, Taleghani, & Nouri, 2014).

In that respect are several tools being used for the green marketing purpose. Knowledge about these green marketing tools (e.g. eco-label, eco-brand, environmental advertisement) will help to establish an easier perception toward green product attributes and features. Moreover, it'll help to consumers to identify and purchase the green products. Use of such policy tools influences the consumer perception and conduct in purchasing green products (Elham Rahbar, 2011).

In accordance with Hartmann and Ibáñez (2006), usually, the intensity level of cognitive

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persuasion strategies is the main focus of green marketing. Besides, they think that the reason behind consumers, increasing high involvement in choosing environmentally friendly products is the growing environmental awareness among people.

But the Ginsberg and Bloom (2004) claims that none of the marketing tools is fit for all types of firms. They rather suggested that, based on different market, different strategies should be traced, as the environmental awareness varies in degree from markets to markets.

So, it's clear that an assessment of the consumers' perception and awareness of the green concept would be useful to the marketers, although, this study highlights the consumer perception toward the green marketing.

Understanding of this theme "Consumer perception and purchase behavior" is highly significant, consumers and the environment, both are keenly interrelated. This is because, at some point, consumers and environment can influence each other directly or/and indirectly. Consequently, changes in any relevant element in the costs or savings can hit the economy (Delafrooz, Taleghani, & Nouri, 2014).

According to Philip Kotler (2013), the final consumer behavior during the moment of purchasing something is the consumer purchasing behavior. He identified four sorts of purchase behavior: normal, complex, variety seeking and tension reducing purchase behavior.

Though different assumptions regarding consumer behavior suggest that they take environmental facts quite seriously while purchasing, but in their activities, it is usually cannot be caught or noticed (Delafrooz, Taleghani, & Nouri, 2014).

Perception of consumer behavior or "Knowing/understanding customers" is not so easy as we may appear to be perceived. Most often, consumers express their needs and expectations on the basis of situations and the fashion of expressing varies rapidly. Sometimes, consumers are not yet aware of their inner motivations or the factors that influencing that can change their opinion at the moment of purchasing. But it is really important for the marketers to investigate and survey their consumer needs very subjectively to understand their perception, needs, expectations and finally their behavior during purchase (Kotler P. , 2012).

III. Aims & Objectives

This study aims at looking into consumer perception toward green values created by the green marketing efforts by the promoters and its impact on their purchasing behavior of eco-friendly products.

Moreover, Green marketing evolution is spreading around Bangladeshi market rapidly and the concept has had a radical influence on increasing environmental awareness among consumer population and changing consumer perception toward green marketing practices and products as well. Thus, the study also has following objectives to fulfill –

1. To study the level of awareness of Bangladeshi consumers about green products and patterns.
2. To measure the green values of the customers.
3. To study the perception of Bangladeshi consumers toward green products and marketing practices.
4. To study the preferences of Bangladeshi consumers about green products and marketing practices.
5. To recognize the factors that influence the customer percussion to buy green products.
6. To explain the issues and challenges of green marketing practices in Bangladesh.

IV. Methodology

The study tried to explore the consumer's perception of green marketing and measure the correlation between consumer purchase behavior and green marketing tools, consumer attitude and the green concept of marketing, and consumer purchase intention and green marketing. The study applied an analytical model of investigation, a questionnaire survey and regression analysis to guide the study productively. As an applied research, the study aims at solving existing problems within the organization and individuals to make them more concerned about the concept of "Going Green".

Both secondary and primary data have been compiled and analyzed with a view to examining the research objectives. The first phase of the study was an extensive search for relevant scholars' articles, books, reports to set the boundary of the subject area. The study was extended out in different cities of Bangladesh. The primary data was gathered via a questionnaire prepared by the authors with an extensive support from different studies and researches. The questionnaire comprises 4 sections respectively demographic data, knowledge base data, behavioral data, and questions regarding the indicators scale which sub-sectioned by Consumer Attitude, Purchase Intention, and Purchase Behavior. The first section includes the demographic data like name, age, annual income etc. The second section of the questionnaire includes the knowledge base data of the respondent to understand the knowledge regarding the green concept. In the third section, three points Likert scale (3, 2, 1) technique was used to quantify the variables. This information includes the perception of the respondent toward the green concept (e.g. the green marketing tools, green products and general conduct of the respondent). Finally, the fourth section includes a seven-point Likert scale (7, 6, 5, 4, 3, 2, 1) technique to measure the variables. Each proposition in this section/ sub-section is numbered as a variable and most of the propositions are devised in a

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positive scale. In the empirical analysis of all positive propositions, if respondent gets on an average a high mark (above 3) i.e. towards agreement means that the respondents are in right perspectives.The statistical methods used in the analysis were: Means, Coefficient of the Variables, Standard Deviations and Regression methods. Means and Standard Deviation is used to analyzing the average level of perception of the respondents. The multiple methods are used to explaining the variation in the dependent variables with respect to the given a set of independent variables.

On the basis of the reviewed literature, following hypotheses were generated to be verified by statistical analysis.

Table 1: List of Hypothesis

SL	H_0 / Null Hypothesis	H_1 / Alternative Hypothesis
01	Consumers have a positive perception toward green products.	Consumers have a negative or neutral perception toward green products.
02	Consumer attitudes are positively influenced by the green marketing activities.	Consumer attitudes are negatively or neutrally influenced by the green marketing activities.
03	Consumer purchase intentions are positively influenced by the green marketing activities.	Consumer purchase intentions are negatively or neutrally influenced by the green marketing activities.
04	Consumer purchase behaviors are positively influenced by the green marketing activities.	Consumer purchase behaviors are negatively or neutrally influenced by the green marketing activities.

V. Findings & Analysis of Study

The questionnaire survey conducted to test our hypothesis included a small sample from different districts of the country and included 384 respondents who were willing to share their perception and contribute toward our study. The results of the study are given as follows.

Table 2: Reliability Test of data

Variables	Cronbach Alpha	No of Items	Revised Alpha	Revised No of Items
Green Behavior Base	.622	9	-	-
Consumer Attitude	. 891	4	-	-
Purchase Intention	.783	10	-	-
Purchase Behavior	.819	6	-	-

Reliability is standard when the alpha value is above .6 and below .7, though there is an argument. But an alpha value more than .9 is considered as an arbitrary number of variables are taken into considerations, which means the number of questions we considered in the article is more than necessary.

Table 3: Descriptive Statistics Data

Variables	Mean	SD	Skewness	Kurtosis
Green Behavior Base	1.5017	.35619	.513	-.420
Consumer Attitude	5.1752	1.09721	-.713	.260
Purchase Intention	4.9863	1.23456	-.513	.011
Purchase Behavior	5.2196	1.17381	-.573	.094

Variability Analysis helps us to understand the distance between the mean scores of the items used to compute the variables. The most common measure of the variability is the Standard Deviation. It tells us the differentiation between the scores of the items used in variables.

To check out the normality of the data used in the study we have conducted a normality analysis (Skewness & Kurtosis). As the standard usually goes that the skewness value is acceptable if it lies between -1 to +1 and the kurtosis value is acceptable if the value lies between -3 to +3. But there is an argument that both values are acceptable if they lie between -3 to +3.

Table 4: Pearson Correlation

Variables	Green Behavior Base	Consumer Attitude	Purchase Intention
Green Behavior Base			
Consumer Attitude	-.393**		
Purchase Intention	-.305**	.729**	
Purchase Behavior	-.257**	.737**	.692**

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

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Considering the normality of data used for the purpose of this study we have conducted a Pearson correlation analysis assuming the data set used are normal. Here we can see that when significance level is .1, most of the variables have a strong correlation. Neither of the variables shows any moderate level of correlation. But when significance level is .01, there is a weak correlation that we presented on the above table 3 with one *.

Table 5: Regression Analysis

Variables	β	t - level	Significance
Green Behavioral Base	.042	1.186	.237
Consumer Attitude	.508	10.292	.000
Purchase Intention	.340	7.135	.000

Here, R^2 = .600, F= 187.326, df = 377, No of IV =3.

Regression Analysis helps to examine the impact of one variable on another variable and check the impact of independent variables on the dependent variables. The value of R is taken from the table of model summary, and value of df and F is taken from ANOVA test table while data analyzed by the SPSS tool.

VI. Discussion of Findings

The correlation test shows that there is a weak negative correlation with the green behavioral base and other three variables consumer attitude, purchase intention and purchase behavior. This suggests that green marketing activities have no influence on the consumers' behavior. But consumer attitude has a strong positive correlation between the purchase intention and purchase behavior of consumers. This suggests that consumer is highly influenced by the attitude they have on the product and what they intend to purchase or what they need at the point of purchase decision. Again, there is strong positive correlation exists between the consumer purchase intention and purchase behavior, suggesting that consumers are highly influenced by the intention, explaining that purchase behavior actually depends on the situational factors.

The regression analysis shows that the consumer attitude towards the product is the main influencing factor in consumer purchase decision making (beta value = .508). Purchase intention of the consumer is next (beta value = .340), and the green behavioral base shows the least influence over the forecasting purchasing behavior.

The first hypothesis examined the consumer's attitude toward the green products, revealed that consumers have a mixed understanding of the green concept. As a new dimension of environmental perseverance, the concept is new to the Bangladeshi consumers. Even the consumers are aware of the environmental degradation, they lack the knowledge of green products and most importantly some factors are considerably affecting the green concept like economic factors, situational and demographic factors, physiological factors.

The second and third hypotheses examined the influence of green marketing activities over the consumer attitude and purchase intention, shows that the green marketing activities have no significant influence over these factors alone. suggested Recommendations for the facts is to continue the environmental awareness among the consumers, for instance, what are the negative impacts of other products on the environment and how to keep the environment safe. Moreover, marketers should keep in mind that they need to provide a continuous awareness of products that is environment-friendly.

The green concept is a new color of thinking to the consumers of Bangladesh. To establish the concept in consumers' mind compared with other environmentally harmful products, it'll require training, knowledge, cultural integration and new technologies. Moreover, the economic factors should be availed to the massive consumer population to erase the costly green products. Moreover, government officials, producers, and knowledgeable people should assist in the matter to help each other to create a healthy green future. In addition, green products should come up with more innovative advertising, diverse range products, and lower prices to be fully appreciated.

The fourth hypothesis examined the influence of green marketing activities over the consumers purchase behavior, revealing that consumers are more influenced by the attitude they have on the product and the intention they have regarding the products.

From the survey on the samples regarding green marketing and its product, the study come out with four major factors influencing them on buying/using green products, i.e.,

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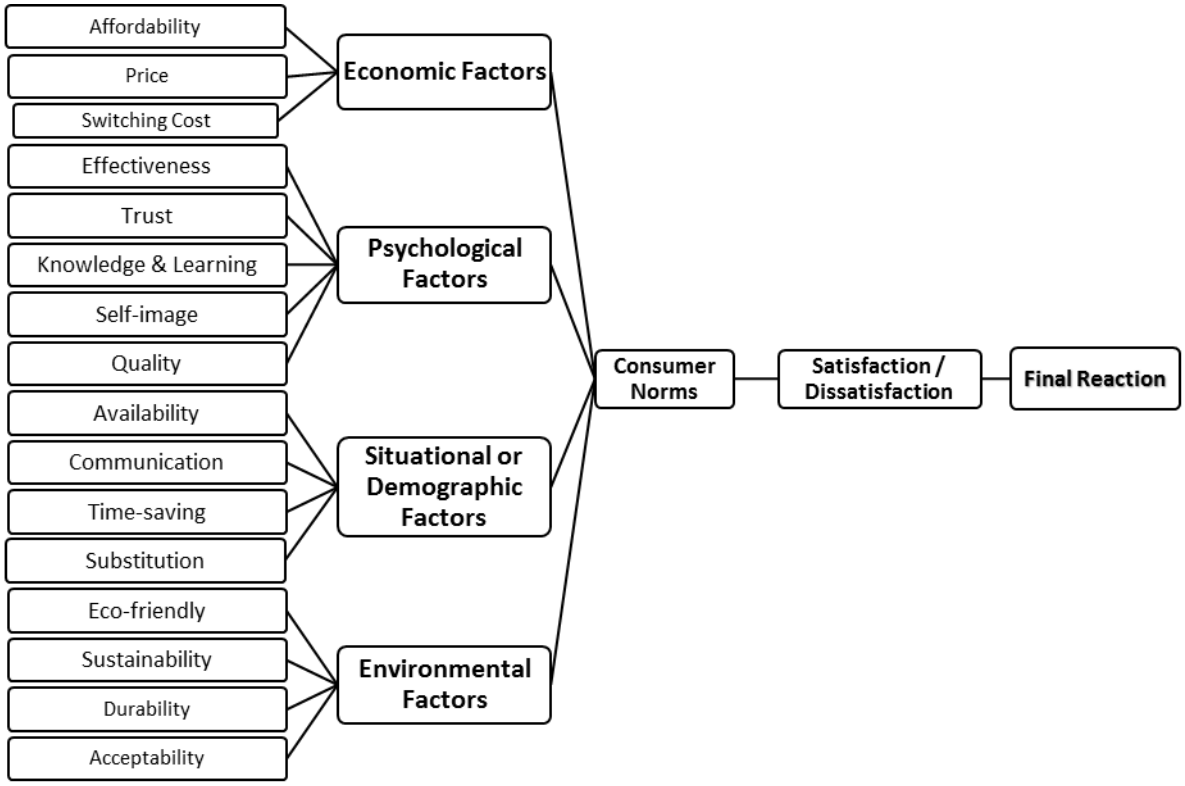


Figure 1: Major factors influencing the consumer to buy green products.

Economic factors: Here the samples were so concerned about the affordability of the green product. Most of the green products are costlier than the regular products which are why they are worried about switching to green from their regular habits. Most of them have calculated the facts of benefits after differentiating the costing of extra money if they use the product and if they don't use the product.

Psychological factors: Consumers are mostly affected by the psychological factors. Their psychology towards green products mostly categorized on how effective the green products are (effectiveness), if they can rely (trust) on these products for longer period or no; another focal fact is their knowledge and learning on the merits of green products varies in negative and positive ways even after educating them about it. Furthermore, they react on the green products after judging if that product is promoting their self-image negatively or positively and for this reason, they often don't consider the quality of the products solely.

Situational/demographic factor: We all know that the situational and demographical factors affect in every aspect of buying decisions whether we buy green products or other non-green products. Here the same things happened with the samples of this survey. They really think that their buying decision may change depending on the availability of green and even if they have got the substitute of this. They concern about time factors if it takes them more time to go and collect the green product with desirable communication and if the product gives them the value they want after they face all hassles. In this segment, we found them really care about the value proposition of the product.

Environmental factors: When they think to switch to green from their regular choice, they first want to see if the product have the attributes of eco-system which leads them to think of the sustainability. When it comes to the price then the consumer's first asking is the durability of the product as we know the maximum numbers of the consumer in the surveyed areas are not so sound financial which make them think twice before buying green. If the product is durable enough then they are ready to pay extra for that product (acceptability).

While conducting the survey, it is found that most of the respondents were actually responded in a similar manner. The response was comparatively positive as the study found. But due to their situational needs, they consider the available product. It's not like they are not concerned about the green products, they are aware of the ecological needs but the products they are buying based on the products that are available to them when needed.

The formation of attitude and action is found to be dependents on the development of values however the impact these may have on behavior in a real-life condition.

Thoughts (cognitive function) and feelings (affective function) are directly impacted by the attitude people show hence impacting their overall perception of purchase related behavior. This identifies with the idea

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that there is a need to change the overall attitude consumers have towards a product thereby impacting their decision making.

This scenario will apply to a green marketing context also. If one were to consider the Theory of Reasoned Action into account, then it can be postulated that marketers of green products change their method of evaluation of consumer attitude and intention to understand exactly what consumers really want. The new beliefs and normative beliefs of consumers can be identified in this manner.

Consumers' level of awareness about green products found to be high but at the same time, consumers are not aware of green initiatives were undertaken by various government and non-government agencies signifying the need for more efforts from organizations in this regard. Responses were on the moderate positive level and we can conclude that consumers are not a skeptic about green claims of the organizations and consumers are concerned about the present and future state of environment signifying need for green products and practices. The results have implication for durable manufacturers especially to practice green marketing.

VII. Conclusion

The study suggests that marketers must come out with new and innovative ways to change the consumer's perception of the green marketing. For instance, in a matter of the price, green products should be availed to the consumers at a much lower price to attract consumer base.

At the time of data collection, most of the responded conveyed that, they think that green products are mostly overpriced, which is true in most of the cases but what about herbal products? Those are yet cheap and popular among rural consumers. For increasing use of the green product, the marketer should lower the price level.

We must try to motivate their customer toward green marketing by different awareness program and provide information about the green products and its ecological benefit. The philosophy that underlies for the green marketing should be delivered in mass consumer bases.

Besides, for green marketing to be effective marketers must maintain three things: being genuine, educate their customers about green products, and give them the opportunity to participate in their social responsibility to save the green planet.

About the green marketing tool, eco-labeling and packaging should be highlighted over the eco-friendly features and information. Besides an international standard should be implemented to remove the doubt of minds from the consumers.

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Employee Retention Strategies - An Empirical Research

By Dr. K. Balaji Mathimaran & Prof. Dr. A. Ananda Kumar

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Abstract- Human resources are the livelihood of all types of an organization. Even though all types of the organizations are now a days, found to be technology driven, yet human resources are required to run the technology. With all round development in each and every area of the economy, there is stiff competition in the market. With this development and competition, there are lots and lots of avenues and opportunities available in the hands of the human resources. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. Securing and retaining skilled employees plays an important role in any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. Besides, continuously satisfying the employees is another challenge that the employers are facing today. Keeping into account the importance and sensitivity of the issue of retention to any organization, the present study tries to review the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees.

Keywords: *employee, human resource, organization, retaining, satisfaction.*

GJMBR-E Classification: *JEL Code: J54*



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Employee Retention Strategies – An Empirical Research

Dr. K. Balaji Mathimaran [α] & Prof. Dr. A. Ananda Kumar [σ]

Abstract- Human resources are the livelihood of all types of an organization. Even though all types of the organizations are now a days, found to be technology driven, yet human resources are required to run the technology. With all round development in each and every area of the economy, there is stiff competition in the market. With this development and competition, there are lots and lots of avenues and opportunities available in the hands of the human resources. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. Securing and retaining skilled employees plays an important role in any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. Besides, continuously satisfying the employees is another challenge that the employers are facing today. Keeping into account the importance and sensitivity of the issue of retention to any organization, the present study tries to review the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees.

Keywords: employee, human resource, organization, retaining, satisfaction.

I. Introduction

Strategies on how to minimize employee attrition, confronted with problems of employee attrition, management has several policy options viz. changing (or improving existing) policies towards recruitment, selection, induction, training, job design and wage payment. Policy choice, however, must be appropriate for the precise diagnosis of the problem. Employee attrition attributable to poor selection procedures, for example, is unlikely to improve where the policy modification to focus exclusively on the induction process. Equally, employee attrition attributable to wage rates, which produce earnings that are not competitive with other firms in the local labor market is unlikely to decrease where the policy adjustment merely to enhance the organization's provision of on-the job training opportunities. Given that there is increase in and indirect costs of labour attrition, therefore, management is frequently exhorted to identify the reasons why people leave organization's so that appropriate action is taken by the management. Extensive research has shown that the following categories of human capital management factors provide a core set of measures that senior management can use to increase the effectiveness of their investment in people and improve overall corporate performance of business.

Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. A strong retention strategy becomes a powerful recruitment tool. Retention of key employees is critical to the long-term health and success of any organization. It is a known fact that retaining your best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning. Employee retention matters as organizational issues such as training time and investment; lost knowledge; insecure employees and a costly candidate search are involved. Hence, failing to retain a key employee is a costly proposition for an organization. Various estimates suggest that losing a middle manager in most organizations' costs up to five times of his salary.

Intelligent employers always realize the importance of retaining the best talent. Retaining talent has never been so important in the Indian scenario; however, things have changed in recent years. In prominent Indian metros at least, there is no dearth of opportunities for the best in the business, or even for the second or the third best. Retention of key employees and treating attrition troubles has never been so important to companies.

It is a fact that, retention of key employees is critical to the long-term health and success of any organization. The performance of employees is often linked directly to quality work, customer satisfaction, and increased product sales and even to the image of a company. Whereas the same is often indirectly linked to, satisfied colleagues and reporting staff, effective succession planning and deeply embedded organizational knowledge and learning.

Employee retention matters, as, organizational issues such as training time and investment, costly candidate search etc., are involved. Hence, failing to retain a key employee is a costly proposition for any organization. Various estimates suggest that losing a middle manager in most organizations, translates to a

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loss of up to five times his salary. Employee retention strategies help organizations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives. The research paper is entitled on An Empirical Analysis of Employee Retention Strategies at Yacoo Pharma, which is located in Puducherry State. This paper helps to furnish supportive relationship between employees and management. And also the study helps to understand the level of motivation at Yacoo Pharma. The paper is absolutely denoted that what are the various factors influencing the employee for retaining them.

II. The Three r's of Employee Retention

To keep employees and keep satisfaction high, you need to implement each of the Three of employee retention: respect, recognition, and rewards. RESPECT is esteem, special regard, or particular consideration given to people. As the pyramid shows, respect is the foundation of keeping your employees. RECOGNITION and REWARDS will have little effect if you don't respect employees. Recognition is defined as "special notice or attention" and "the act of perceiving clearly." Many problems with retention and morale occur because management is not paying attention to people's needs and reactions. Rewards are the extra perks you offer beyond the basics of respect and Recognition that make it worth people's while to work hard, to care, to go beyond

III. Literature Review

Work-life balance is increasingly important for engagement and affects retention. Hyman et al., (2003) in their empirical research in the UK found that interventions of work demands into the personal life (e.g. working during the weekend) resulted into heightened stress and emotional exhaustion among the employees. In a study conducted by the Australian Telework Advisory Committee (2006) it was found that 70% of businesses that incorporated telework options reported a number of positive benefits, such as increased business productivity and reduced costs, improved employee flexibility and work life balance, and increased workforce participation.

According to Miller, Erickson & Yust (2001) employees get benefited by work environment that provide a sense of belonging. Wells & Thelen (2002) have stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term. Ramlall (2003) stressed the need for recognizing the individual needs of an employee in an organization as it will encourage commitment and provide a suitable work environment.

Messmer (2000) found that one of the important factors in employee retention is an investment in employee training and career development. The Organization is always invested in the form of training and development of those workers from whom they expect to return and give output on its investment. Tomlinson (2002) forwarded the view that organizations can keep the leading edge in this competitive world by having their employees well trained in the latest technologies. Garg & Rastogi (2006), explained that in today's competitive environment feedback is very essential for organizations from employees and the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place. Handy (2008) has mentioned that proper innovation, and assimilation of new knowledge is essential for survival in any work environment. This knowledge is the most expensive asset of any firm. Leadership and Employee Retention.

Eisenberger and associates (1990), suggested that employee's perception regarding an organization is strongly influenced by their relationship with the supervisor. McNeese-Smith (1995), mentioned in his study on Leadership behavior of hospital directors found that there is significantly positive relation between productivity, worker satisfaction and organizational commitment of staff. Brunetto and Farr-Wharton (2002) were of the view that supervision of the immediate manager increases the level of job satisfaction in the public sector employees. Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009) has found that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively.

Abegglen (1958) found during the study of Japanese workers that employment features like lifetime employment and seniority system, job security lead to higher commitment, job satisfaction as well as retention of employees in an organization. Researchers such as Ashford et al., (1989); Davy et al., (1991) conducted studies on job security and job satisfaction and found that that job dissatisfaction is the outcome of insecurity among employees. Rosenblatt and Ruvio, (1996) conducted a research on the job insecurity and found that job performance and organizational commitment are negatively correlated with job insecurity. A major challenge faced by the employees today retains the hired employees in its organization. In the age of cut throat competition every organization tries its level best to give the best facilities to its employees. Satisfying the human sources is one of the toughest tasks which majority of the organizations faces today. Understanding and knowing what is going on in the human mind is very difficult to understand. Besides, there are so many

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opportunities available for the skilled as well as talented human resources that it is becoming very tough as well as difficult for the employers to satisfy and retain them. There is no single strategy or retention plan which may satisfy each and every employee in an organization. As we have different personalities as such we have different demands and expectations of the organization. Many researchers such as Arnold and Feldman, (1982).

IV. Objectives of the Study

- To analyze the supportive relationship between employees and management.
- To examine the level of motivation in the organization.
- To determine the stress level of employees in the organization.
- To understand the various factors influencing the employee for retaining them.
- To suggest and recommend some measures to improve employee retention strategies.

V. Scope of the Study

This will be helpful for the management to know their employees' mind set towards their job. The recommendation and suggestion of the study can also be applied to similar project. It will be helpful for the management to identify the needs of employees in order to retain them in the organization. This project can be used for the students who doing the project in the related area and to the organization to have best retention strategies.

VI. Research Methodology

Research Methodology is a way to systematically solve the research problem. Research is an art of scientific investigation. The advanced learner's dictionaries of current English lay are down the meaning of research as, "a careful investigation (or) inquiry, especially through the search for new facts in any branch of knowledge". For this project in the research initially the researcher used descriptive research to report the factor as such happen. Later on he used exploratory research to find the cause and effect. The primary data are those which are collected a fresh and for the first time and thus happen to be in original character. For this project, Primary data were collected with the help of a questionnaire and informal interview was also conducted to get the direct responses of the employees regarding critical factors. Secondary data are those data available already in the books of records. Secondary data was collected from company records and annual reports. The statistical tools used for analyzing the data collected Percentage method, Mean and standard deviation, Correlation, Chi-square, Weighted average.

VII. Analysis & Discussion

a) Analysis of Correlation

Table 7.1: Satisfaction Level Towards of Two Variables

Received recognition or praise for doing good work * the performance appraisal system Cross tabulation							
Particulars		Performance Appraisal System					Total
		Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
Received Recognition or Praise for doing Good Work	Highly satisfied	1	3	3	0	0	7
	Satisfied	5	26	12	2	2	47
	Neutral	7	9	5	5	1	27
	Dissatisfied	0	14	1	3	0	18
	Highly Dissatisfied	0	0	1	0	0	1
Total		13	52	22	10	3	100

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Table 7.2: Analysis of Pearson Correlation

Particulars		Received recognition or praise for doing good work	The performance appraisal system
Received recognition or praise for doing good work	Pearson Correlation	1	.043
	Sig. (2-tailed)		.673
	N	100	100
The performance appraisal system	Pearson Correlation	.043	1
	Sig. (2-tailed)	.673	
	N	**100**	**100**

It is to analysis of correlation between received recognition or praise for doing good work and the performance appraisal system. From the Table 7.2, it is clear that the employee retention of the organization is highly correlated with a correlation coefficient of 0.673 and there is positively correlated. From the correlation analysis, it is inferred that the organization is actively using the employee retention strategy.

b) Chi-Square Analysis

Hypotheses were formulated keeping the content and coverage of the framed objectives. The formulated hypotheses are tested by employing appropriate statistical tools.

H_0 There is no association between Age and Feel Comfortable with the workload of employees.

H_1 There is association between Age and Feel Comfortable with the workload of employees.

Table 7.3: Cross Tabulation between Feel Comfortable with the Workload and Age

Particulars		Age				Total
		Below 25 Years	26-35 years	36-45 years	Above 45 years	
Feel Comfortable with the work load	Highly satisfied	1	4	1	0	6
	Satisfied	7	18	14	10	49
	Neutral	9	7	5	4	25
	Dissatisfied	2	4	4	3	13
	Highly Dissatisfied	2	2	1	2	7
Total		21	35	25	19	100

Table 7.4: Tabulation of Pearson Chi-Square Tests

Particulars	Value	Df.	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.353[a]	12	.673
Likelihood Ratio	9.855	12	.629
Linear-by-Linear Association	.015	1	.902
N of Valid Cases	100		

The level of significance is 0.673, since the calculated value is greater than the tabulated value, the Null Hypothesis (H0) is rejected and the Alternative Hypothesis (H1) is accepted. Hence, it has been inferred that there is an association between Age and Feel Comfortable with the workload of employees.

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c) *Analysis Weighted Average Method*

Table 7.5: Rank Orders of Different Variables by Respondents

Motivational Factors											
Rank		Nature of work		Remuneration		Flexible working hour		Team relationship		Job security	
X	w	x1	wx1	x2	wx2	x3	wx3	x4	wx4	x5	wx5
1	5	42	210	17	85	49	245	41	205	30	150
2	4	11	44	2	8	21	84	8	32	13	52
3	3	5	15	1	3	5	15	12	336	48	144
4	2	2	4	53	106	4	28	34	68	4	8
5	1	40	40	27	27	11	11	5	5	5	5
TOTAL		100	313	100	229	100	383	100	346	100	359
CW		3.13		2.29		3.83		3.46		3.59	
RANK		4		5		1		3		2	

From the above weighted average calculation, it has been inferred that most of the respondents are preferred Flexible working hours in the organization, then the second preferences is a high level of job security. The respondents are given a third rank for team relationship, and then the fourth rank is the nature of the work. And the last rank is held by remuneration. Where the employees are respondents' low level satisfaction by remuneration

VIII. Limitation of the Study

The study is limited to Pondicherry YACOO PHARMA by the findings of the study can't be generalized to other organization. The study was carried out in Pondicherry state thus its findings can't be generalized to other areas due to geographical variation. Some of the respondents are hesitating to give whole hearted opinion. Respondent's opinion may change from time to time and the response is respected to variation depending upon the situation and the attitude of the respondents at the time of the survey.

IX. Suggestions and Recommendations

Based on the study the following suggestions are made the employees are not satisfied with recognition and performance appraisal provided by the organization. So, they should give some importance towards it. The organization must give proper remuneration to the employees in order to retain them for a long period of time. The employees are feeling over burden towards the workload. Thus, the organization should focus on their smooth workload to reduce the stress on the employees. The relationship between employees and management has to improve.

X. Conclusion

Given the growing needs for organizations to retain its best employees in the face of competition, the findings of the study suggest that certain variables are crucial in influencing the employees' decision to either leave or remain in an organization. Such variables include training and Development, recognition/reward for good performance, a competitive salary package and job security. Nonetheless, the importance of other variables should not be Under- estimated when formulating a retention policy. It is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in our various organizations.

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Marketing Managers' Degrees of Awareness about the Significance of the Customer Experience Management (CEM) in the Jordanian Banking, Insurance and Financial Services Sectors

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Abstract- The current study aimed at investigating the marketing managers' degrees of awareness about the significance of customer experience management (CEM) in the Jordanian banking, insurance, and financial services sectors. The researchers designed a questionnaire and then they distributed the questionnaire forms to the selected sample. The overall response rate is (77.419 %) to include forty eight (48) marketing managers, thirteen (13) of them were working in Jordanian banks, nineteen (19) of them were working in Jordanian insurance companies, and thirty (30) of them were working in companies that provide customers with financial services. After analyzing the collected data statistically, the researchers concluded that marketing managers displayed high degrees of awareness in the significance of customer experience management (CEM) in the Jordanian banking, insurance, and financial services sectors.

Keywords: customers' experience, banks, customer experience management.

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Abstract- The current study aimed at investigating the marketing managers' degrees of awareness about the significance of customer experience management (CEM) in the Jordanian banking, insurance, and financial services sectors. The researchers designed a questionnaire and then they distributed the questionnaire forms to the selected sample. The overall response rate is (77.419 %) to include forty eight (48) marketing managers, thirteen (13) of them were working in Jordanian banks, nineteen (19) of them were working in Jordanian insurance companies, and thirty (30) of them were working in companies that provide customers with financial services. After analyzing the collected data statistically, the researchers concluded that marketing managers displayed high degrees of awareness in the significance of customer experience management (CEM) in the Jordanian banking, insurance, and financial services sectors. The researchers also concluded there are statistically significant differences – at the significance level of 0.05 - between respondents' degrees of awareness about the significance of customer experience management (CEM) in the Jordanian banking, insurance, and financial services sectors which can be attributed to the type of sector. Such differences are for the favor of the marketing managers who work at the Jordanian banking sector.

Keywords: customers' experience, banks, customer experience management.

I. Introduction

Managing customer experience has become one of the critical factors that influence companies' success. Companies that wish to become successful and keep surviving within the competitive environment need to adopt new ways of thinking. However, it should be noted that the most successful companies are the ones who give much attention to their customers when planning their activity and provide them with an excellent value. In addition, raising customer satisfaction levels has become one of the main objectives of any company that provide its customers with services or products.

Every country is highly concerned with improving its economy to become stronger. In the same time, it is also known that banks and companies play an essential significant role in any country's economy. However, in order for those companies and banks to survive in the contemporary business environment that is highly competitive, they need to give much attention to customer experience and relationship managements. That is because such managements shall participate in satisfying customers which shall lead to having more loyal customers.

During the recent decades, customer experience management has attracted the attention of the companies providing their customers with financial services. This is because customers nowadays are only concerned with dealing with the companies that provide them with excellent experiences (Shaw &Ivens, 2005).

One of the modern marketing trends includes focusing on managing customer relationships and experiences and providing them with excellent memorable experiences. That is done to encourage customers to keep buying the concerned products or services and turn them into loyal customers. That is also done to gain more profits. In order to achieve such goals, companies need to provide customers with products or services of excellent value and high quality. All of that can be done through having a high quality of customer experience management (CEM) processes. Thus, such management is considered highly significant in the world of business and companies' managers and employees should be aware about the significance of such management. Thus, the current study aimed to shed a light on marketing managers' degree of awareness about the significance of such management.

II. Statement of the Problem

Due to the significance of customers experience management and its impacts upon companies' success

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and profits, the current study shall investigate the significance of this management from marketing managers' point of view in the Jordanian banking, insurance and financial services sectors.

III. The Study's Hypotheses

The hypotheses of the current study include the following:

1) Marketing managers are highly aware about the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors.
2) There are statistically significant differences - at the significance level of 0.05 - between marketing managers' degrees of awareness about the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors which can be attributed to the type of sector.

IV. The Study's Questions

The current study shall provide answers for the following questions:

1) Are marketing managers highly aware about the importance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors?
2) Are there any statistically significant differences - at the significance level of 0.05 - between marketing managers' degrees of awareness about the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors which can be attributed to the type of sector ?

V. Review of Literature

During the 1980s, the concept of customer experience was proposed. It was also used by Holbrook and Hirschman (1982) who propose a new experiential approach regarding consumers' behavior. This concept has been attracting much attention by researchers and writers since the late 1990s. For instance, such attention can be seen through the book that was written by Pine and Gilmore (1999) that is titled Experience Economy and the book that was written by Schmitt (1999) that it titled Experiential Marketing: How to Get Customers to Sense, Feel, Think, Act, Relate to Your Company and Brands.

Due the amount of attention given to this concept, several studies were conducted to provide several definitions for the concept "customer experience". For instance, Gentile et al. (2007) defines customer experience through saying "The customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial, physical, and spiritual)" Furthermore, Meyer and Schwager (2007) define customer experience as being customers' internal subjective responses when having direct or indirect contact with company.

Verhoef et al. (2009) have also provided a definition for such concept through saying it is customer's response that has cognitive, affective, emotional, social and physical aspects and it is holistic in its nature. As for Schmitt (1999), he believes that experiences involve sensing, feelings, thinking, acting and relating them. As for involving senses, the latter believes that such experiences possess aesthetics and sensory qualities. Such experiences are related to customers' feelings because they are connected with their moods and emotions. They also involve thinking, because customers assess their experiences through thinking about the value provided by the concerned product or service. As for acting, experiences refer to behavioral aspects and actions. As for relating, experiences refer to social aspects.

According to the definitions provided by Verhoef et al. (2009) and Schmitt (1999), customer experience includes three aspects; sensory, emotional, and social. The sensory aspect refers to the perceptions that the customer possess about the value and aesthetic characteristics of the concerned products or service. As for the emotional aspect, customer experience involves his moods and emotional that are felt during and after buying the product. Customer experience also includes a social aspect because it involves customer's relationships with others and society.

Furthermore, many studies showed that consumers usually shop to provide themselves with pleasure which shall provide them with positive feelings. Furthermore, Hedonic-oriented goals refers to the pursuit of fun and enjoyment rather than the ability of the product to fulfill customer's needs. As for the utilitarian-oriented goals, they are described as being the ability of the product to fulfill the coroner's needs through the outcomes obtained through the product (Babin et al., 1994).

Gentile et al. (2007) described that the concept "customer experience" as being a mental journey because it involves the customer's memory because when the customer uses the product or receives the service that shall provide either with special memorable memories or a lesson to keep in his mind. In other words, customer's experiences might be favorable or unfavorable. They also described such experience as having several aspects; cognitive, emotional and behavioral.

It should be noted that customer experience is highly related to the quality of the provided service or product. Such quality may be measured through

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comparing customers' expectation before using the product with their perceptions after using it. Thus, measuring quality highly depends upon identifying customers' perceptions about the received service or product

Many of the studies that were conducted about customer experience have shed a light upon the cognitive aspect of such experiences. Such aspect is highly concerned with the customers' perceptions about the product or the service. Other studies focused on the emotional aspect of such experience. For instance, Holbrook (2006) believes that this emotional aspect include emotions and feelings that are generated when customers interact with the company's employees.

Walter et al. (2010) define customer experience as being the customer's direct and indirect interaction with the company, its representatives, services, products, or other customers. The latter idea is emphasized by Biedenbach and Marell (2010) who believe that customer experience is customer's assessment for the value of the service / product and the way he / she interacts with the company or its representatives.

In order for companies to differentiate their products from others, they have been exerting many efforts to improve the quality of the customers' experiences to create memorable special memories. Such efforts are exerted to raise the number of their loyal customers and turn them into advocates. Such developments have also included developing the matters related to instruments and methods used for measuring the quality of the company's service, product or customers experience

In other words, companies must measure the quality of their customer experience in order to improve themselves and increase their profits. However, the quality of the experience must be measured through adopting certain scientific criteria. Such criteria have been provided by many theorists and researchers to help companies in obtaining accurate results in order to satisfy customers.

According the modern marketing approaches, companies must provide customers with major attention as being their priority when making plans for their operations and implementing them. That is because customers are the ones who provide companies with their profits. In addition, companies should also exert efforts to improve the quality of their products / or services. They should also set effective marketing strategies to attract customers. The significance of adopting a customer-focused approach rises when implementing business operations and planning for them. For instance, Blumenthal (2008) believes that if the company provides its customers with services of excellent quality, then that shall participate in differentiating its services from others. It shall also help it in creating a competitive advantage. Schmitt (2003) believes that the customer focus approach is significant factor for differentiating the company and its services from other. He also believes that adopting this approach shall help any company in achieving much success and gaining many profits.

Despite the significance of customer experience and its major impact upon companies' success, many companies are still unable to provide customers with experiences of excellent quality. According to Schmitt (2003), many companies are still treating customers as people who do not matter much to them and do not take them into consideration when setting their business plans or implementing them. However, the customer is the one who raise the company's value. For instance, his experience with the company's service or product shall differentiate it from others because customers' perceptions and assessments are targeted when producing the product or delivering the service. Marketing researchers have been highly concerned with the matters related to customer experience followed by the matters related to quality. However, both subjects are highly connected to each other. For instance, having an excellent quality shall provide customers with memorable experiences. Researchers have been highly concerned with defining customer experience and improving its quality level. Furthermore, such experiences have been attracting the attention of researcher more than quality. Researchers believe that customer experience is generated through a process in which the customers interact with the company. They also believe that such experiences have functional and emotional aspects.

Customer experience is one of the things that help companies to create a competitive advantage (Johnston and Kong 2011; Pine and Gilmore 1998). Pine and Gilmore (1998, 1999) believe that experience is one of the most important things in the field of marketing and it is able to differentiate the company and its companies from others. Furthermore, Ostrom (2010) believes that companies need to understand that each customer thinks in different way and they provide him / her with an excellent value in order to create a completive advantage. Lanning (1998) believes that providing customers with an excellent value shall participate in providing them with a memorable experience. According to Haeckel et al. (2003), due to the significance of customer experience and its management, many companies have been focusing on making good comprehensive plans for providing customers with an excellent value to have memorable experiences. In addition, Kim et al. (2008) believe that it is important for companies to create memorable experiences and provide them with greater value. In order for companies to achieve a competitive advantage, they must focus on creating a memorable customer experience and innovations instead of focusing on traditional aspects that are not up to date,

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such as: price. Sirapracha and Tocquer (2012) believe that in order for companies to differentiate their brands and services from others, they should create special memorable experiences that shall turn customers into loyal ones.

The concept "customer experience" has been gaining much attention by researchers and businessmen. For instance, a shift has occurred in the world business from having a service- based economy to an experience - based economy (Kim et al. 2008; Verhoef et al. 2009; Pine and Gilmore 1999).Customer experience management (CEM) is a group of processes implemented by the company to track, control and organize every interaction that occurs between its customers and employees throughout the purchasing lifecycle (i.e. before, during and after purchasing the product or receive the service). Such processes aim at improving such interactions to increase the number of the loyal customers. In other words, customer experience management consist is an approach adopted for improving customer experience. Customer experience management is significant because it shall achieve a competitive advantage in various sectors, such as the service, hotels, hospitality, and public transportation sectors (Clatworthy, 2012; Johnston& Kong, 2011; Rawson, Duncan, & Jones, 2013; Verhoefet al., 2009; Wilson, Zeithaml, Bitner, & Gremler, 2012).Such management is considered a business strategy adopted in many business organizations. Such strategy usually aims at helping the organizations in capturing, assessing, analyzing, and understanding the customer experience, when he /she interacts with them or with their product or services. Enforcing such management shall enable the firms to attract customers, and turn them into loyal ones or even advocates. Such management also aims at providing customers with and excellent value and have the customers satisfied about their interaction with the company. Such management also seeks at creating the best customer. Through adopting this strategy, a service company can gain many benefits, such as like: constantly positive customer experiences, achieving differentiation, increasing sales, customer retention and referrals.

Despite the fact that such management has many benefits, implementing it is not an easy thing. In fact, many companies fail to implement it in an efficient manner. Thus, companies' manager should be aware that to implement such effective management, they must adopt the following tools:

1. See through the customer's eyes.
2. Listen to the customer.
3. Empower all employees.

Customer experience management has become a crucial element for achieving and maintaining customer satisfaction and loyalty. Companies need to find ways to ensure that the customer is satisfied about the product or the service he has received. Reichheld (2006) believes that extraordinary customer experience creates a five (5 %) increase in customer's feelings of loyalty. Kakabadse et al. (2006) claim that a 1% increase in customer care programs has the potential to increase customer loyalty and sales by 10%.

In contrast Luo (2007) found a harmful and robust impact of high current consumer negative voice on firms' future idiosyncratic stock returns from longitudinal real-world data from the airline industry. Furthermore, more than 85% of senior business managers surveyed believe that customer experience management will be the next battleground for sustainable competitive advantage (Shaw & Ivens, 2005). Rowland et al. (2016) believe that organizations must change the criteria they have been adopting for measuring quality which are not considered up to date any more. They believe that taking that into consideration shall be reflected positively upon the degree of customers' satisfaction. That shall also increase the number of loyal customers. Thus, Rowland et al. (2016) believe that if companies adopt a modern flexible model to apply such management that shall lead to achieving an efficient customer's experience management which shall lead to increasing the number of loyal customers. Johye & Soobin (2016) have proposed several recommendations regarding the subjects that should be tackled in future researcher. Such topics include: exceptional customer experience, transformational customer experience, reliable customer experience, co-co-creation process that create the experience.

VI. Methods and Procedures

a) Methodology

The current study adopted the descriptive and analytical approaches. The current study is considered quantitative. For instance, the researcher designed a questionnaire and distributed the forms to collect the required data from the respondents.

b) Population and Sampling

The population of the study consisted of all the marketing managers working in the Jordanian banking, insurance, and financial services sectors. As for the sample, it was chosen randomly and consisted of 48 marketing managers chosen from the study's population.

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Table (1): Sample Population and sampling

Sector	Number of population	Number of the distributed questionnaire forms	Number of collected questionnaire forms
Banks	15	13	13
Insurance	23	19	12
Financial services	36	30	23
Total	**74**	**62**	**48**

Table (2): Respondents' Demographic characteristics

Category	Frequency	%
Gender		
Male	36	75.0
Female	12	25.0
Total	48	100.0
Education		
High school	4	8.3
Diploma	5	10.4
Bachelor	19	39.6
High studies	20	41.7
Total	48	100.0
Experience		
<5	13	27.1
5-10	7	14.6
10-15	15	31.3
>15	13	27.1
Total	48	100.0
Age		
<30	13	27.1
30-40	24	50.0
41-50	11	22.9
Total	48	100.0
Do you have CEM system in your Company		
Yes	33	68.8
No	15	31.3
Total	48	100.0

Table (2) shows the demographic characteristics of the respondents. It can be noticed that 75% of the respondents were males, whereas the rest are females. As for the educational level, most of the respondents held higher degrees (41.7 %). As for the respondents' age, 50% of them were between (30-40) years. In addition, 31.3 % of the respondents had 10 – 15 years of experience. In addition, 68.8% of the respondents were working in companies that apply CEM.

c) Data Collection Methods

The researcher of the current study used the following types of resources:

1) Primary data resources: These resources include the questionnaire that was designed by the researcher to collect the required data.
2) Secondary data resources: They refer to the reviewed empirical and theoretical studies.

d) Statistical Analysis

The data obtained through the questionnaire forms were processed statistically. Means and standard deviations were calculated for each statement. In addition, the researchers also conducted Cronbach Alpha test to identify reliability. They also tested the hypotheses and calculated the mea of each statement.

e) Reliability Test

Cronbach Alpha test was conducted to identify the extent of the instrument's reliability. The value is 0.881 which means that the study's instrument and its results are highly reliable because it far exceeds the accepted value which is 0.60 according to (Sekaran, 2003).

f) Validity

The instrument was viewed by a panel of experts in the field of marketing in order to make sure that it shall measure what it's meant to measure. In the light of their comments, the researchers made some modifications upon the instrument.

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VII. Results

Table (3): Means and standard deviation of the each statement

No.	Paragraph	Mean	Std. Deviation
Q1	Employees are trained in the marketing department about the ethics they should have when viewing the data saved in the company' database.	4.04	.743
Q2	The latest techno technologies are provided to collect data from customers and analyze them to serve customers better.	3.96	1.184
Q3	Work teams are formed from various departments and they work in an efficient manner to make use of the data provided by the company's database.	3.42	.895
Q4	Employees make use of the internet to develop the company's marketing database.	4.31	.803
Q5	Employees make use of the data provided by the company's data based for activating the roles performed by direct marketing.	3.79	.874
Q6	The company save the data related to their customer's preferences regarding its products.	4.46	1.148
Q7	The company is highly concerned with having complete detailed profile about each customer.	3.98	1.062
Q8	The technologies used in the company's data based are adjusted to be consistent with the marketing proposed objectives.	3.53	.905
Q9	The company makes use of the latest technological developments to make wise decisions.	3.92	1.048
Q10	The company depends on the customer experience management system when making strategic decisions.	3.44	1.287
Q11	The customer experience management system helps the companies in reaching a wise decision through analyzing the feedback of each potential decision.	3.75	.887
Q12	Marketing managers are provided with information about the company's customers through periodical reports.	3.73	1.180
Q13	The customers experience management system helps the company in reaching the perfect solution for the concerned problem.	4.11	.729
Q14	The company exert many efforts to develop its database that is linked with the company's customer experience management system.	3.56	1.009
Q15	The company's competitive strategy is set on the basis of its customer experience management system.	3.85	.899
Q16	The company's customer experience management system is considered one of the main factors that enables the company to create a competitive advantage.	3.13	1.214
Q17	Adopting a customer experience management system within the company has become a matter that concerns the company's managers and employees. It has also become part of it mission.	3.90	.751

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Q18	The company is highly concerned with developing and applying its customer experience management system in order to raise the value provided for customers through its services.	3.94	.727
Q19	The company aims to apply a unique customer experience management system to differentiate itself from all its other competitors in the market.	4.06	.783
Q20	The company is highly concerned with measuring the degree of their customers satisfaction.	4.42	.895
Q21	The company is highly concerned with keeping their customers trust in it.	4.52	.799
	The overall mean	3.895	.51671

Based on the above table, it can be noticed that there respondents believed that customer experience management is highly significant.

a) Hypotheses Testing

Testing Hypothesis (1)

H.1) Marketing managers are highly aware about the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors.

Table (4): Testing of the first hypothesis

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H	48	3.8950	.51671	.07458

One-Sample Test

	Test Value = 3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
H	12.000	47	.000	.89500	.7450	1.0450

One sample t- test was conducted to test above hypothesis. It was found that the calculated value of (t) is significant at the significance level of (0.05). That means that respondents are aware of the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors.

Testing hypothesis (2)

H.2) There are statistically significant differences – at significance level of 0.05 - the between marketing managers' degrees of awareness about the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors which can be attributed to the type of sector.

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Table (5): Testing the second hypothesis

Post Hoc Tests
Homogeneous Subsets
ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.574	2	1.287	5.807	.006
Within Groups	9.974	45	.222		
Total	12.548	47			

Post Hoc Tests
Multiple Comparisons

(I) Sector	(J) Sector	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Banks	Insurance	.58849*	.18847	.012	.1114	1.0656
	Services	.09677	.16336	.840	-.3168	.5103
Insurance	Banks	-.58849*	.18847	.012	-1.0656	-.1114
	Services	-.49172*	.16765	.020	-.9161	-.0673
Services	Banks	-.09677	.16336	.840	-.5103	.3168
	Insurance	.49172*	.16765	.020	.0673	.9161

**. The mean difference is significant at the 0.05 level.*

One way ANOVA was conducted to test above hypothesis. It was found that calculated value of (F) is significant at the significance level of (0.05). That mean that there are statistically significant differences – at significance level of 0.05- between marketing managers' degrees of awareness about the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors which can be attributed to the type of sector. Such differences are for the favor of the marketing managers who work at the Jordanian banking. In addition, Scheffe test was conducted to identify such differences.

Normality test

(K-S) test was conducted to test the normality of the data. It was found that Kolmogorov-Smirnov Z value is not significant at the significance level of (0.05). That means that means the concerned data are normally distributed.

VIII. Conclusion

a) The current study concluded:

1) The current study concluded that marketing managers are highly aware about the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors.

That is consistent with the results of Reichheld (2006) and Kakabads et al (2006). That shows that marketing manager in the aforementioned sectors are highly concerned with applying such management in their companies.

2) It was also concluded that there are statistically significant differences - at significance level of 0.05 - between marketing managers' degrees of awareness about the significance of customer experience management (CEM) in the Jordanian banking, insurance and financial services sectors which can be attributed to the type of sector Such differences are for the favor of the marketing managers who work at the Jordanian banking sector. This result shows that the Jordanian banking sector has exerted much efforts to improve such management and create memorable experience.

IX. Recommendations

a) The researcher of the current study has recommended the following:

1) The same problem of the current study should be investigated in other Jordanian sectors.
2) Training courses should be held for employees about the methods should be adopted to improve the way they interact with customers.
3) Marketing manager in all companies should attend training courses and workshops about the

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significance of customer experience management and method of improving it.

4) Customer experience management should be assessed periodically in all types of companies to identify its weaknesses to improve them.
5) Companies should investigate their customers' perceptions for their experiences during their purchasing journey (before, during and after purchasing). That is done to identify the company's weaknesses and improve them.

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By Prof. Bite Bhalchandra Balkrishna & Dr. Anand A. Deshmukh

Abstract- Social media is the new upcoming area in agricultural marketing that has blogs, microblogs, pages, groups etc. This study adopted a descriptive research and the primary data collection tools were structured questionnaire and in depth interviews from farmers who uses social media.

From the analysis it is found that social media is very useful tool in agricultural marketing. It saves time and cost of the farmers for getting information. Facebook is the most likely social media for pages and profiles. YouTube videos are most popular for information getting with applications. WhatsApp is is the handy use of social media and mostly preferred for related groups. Many officials are having their official pages, blogs, and groups on social media and it helps in getting information and solving the problems. Challenges were adoption of social media as tool of marketing. People are less trusted on e-buying, e-selling of agricultural commodity on social media.

Keywords: *social media, information and communication technology (ITC), agricultural, farmers.*

GJMBR-E Classification: *JEL Code: M30*



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I. Introduction

It is called as today's world is world of 'Social Media'. Various social media tools such as Facebook, Twitter, YouTube, LinkedIn, WhatsApp etc. are becoming greater ways of sharing information about agricultural produce and agricultural marketing. The use of social media in agricultural marketing is increasing rapidly now days. Many service provider companies are giving better facilities to the farmers. Eg. BSNL is providing mahakrishi plan. Social media allows users to communicate directly with the customers, service providers; information sharing centers etc. farmers are using social media to increase their produce at each stage. Social media and Information and Communication Technology (ICT) starts sharing of creation, information and advices for the particular cause. Increasing networking of mobile phones in rural areas, increases two way communication. Social media is becoming powerful tool and connects millions of people globally. Farmers are using social media because it has ability to connect with farmers, agribusiness, agri experts over a geographical distance. Up to certain extent social media in agricultural marketing provides solutions to the agricultural marketing problems. The main purpose of social media is sharing information and creating awareness. The most popular social media among farmers is Facebook, Twitter, YouTube, LinkedIn, WhatsApp etc. In addition to use of social media is on personal basis, they tell their stories of success, failure etc., they also shares updates regarding harvesting, post harvesting, promoting agricultural produce, market information, answering problems of farmers if it is related to their known areas. Social media is very different form traditional media. The users of social media are creating their own groups, pages, community, blogs to share information. In this group they are also selling, buying agricultural commodities. It can be done by sending images, pictures, links, videos etc.This sharing of information facilitates the marketing of farmers produce and formation of network. There are many blogs covering agricultural marketing related information.

a) Definitions of Social Media

A definition that focuses on the interpersonal networking dimensions (e.g. Facebook) "We define social network sites as web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site."

For the purposes of this paper we are going to use the following working definition:

Social media enable people to create, publish, share, collaborate, discuss and network through a wide range of new, mainly digital, formats and platforms.

Different types of Social media: Blogs, Microblogs (Twitter), Conversational threads, Social Photos, Social Networking (Facebook, LinkedIn), Video Sharing (YouTube). Metrics on Social

A main benefit of social media in agricultural marketing is ability to gain wealth of knowledge and ideas, opportunity to establish key partnership, opportunity to reach wider consumers, experts in agricultural field.

Media: Internet, Mobile Phones, Networks.

Facebook: People have their own profile brand, pages, groups

LinkedIn: Connects with professionals, share information related or becomes a resources

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Twitter: Follows agricultural marketing experts, tweets regularly, share information, join Twitter Charts.

YouTube: Upload / download videos related

WhatsApp: Groups related to agricultural marketing

b) Challenges of Social Media use in Agricultural Marketing

1. Adoption of social media as a tool of agricultural marketing.
2. There is a limited access to social media because of data, network etc.
3. There is a need of training and education about use of social media in agril marketing.
4. People are less trusted on e-buying, e-selling of agricultural commodity on social media.
5. All the activities are restricted by time, technology, networks etc.
6. Cost of technology use in agricultural marketing is more.

II. Literature Review

Social media overcomes geographical boundaries and creates communities who share common interests. The users also seek out information from traditional media social media platforms. Rhoades and Hall (2007) noted that there was a large presence of blogs covering topics on agriculture. The study adopted the uses and gratification theory which explain the motivation that makes users choose a certain media to satisfy their specific needs. These needs develop out of the social environment. The theory states that receivers select the types of media and media contents to fulfill their needs. Uses and gratification links need gratification to a specific medium choice that rests with the audience member.

Social Media in agricultural marketing has a positive impact on the interaction with consumers, the company or brand awareness and sales (Conrad Caine 2012; Uitz 2012)

The use of social media in the field of agricultural marketing offers great opportunities for the buying, selling of agricultural commodities (Bitcom 2012)

a) Objectives

1. To study role of social media in agricultural marketing.
2. To study challenges of social media in agricultural marketing.
3. To suggest various social media and their use.

III. Research Methodology

This study is based on descriptive research over a social media purposively because researcher wants to know the use of social media who meets the characteristic of the study. For this study researcher selected 100 resonances randomly and focus group discussion for the collection of the data from the farmers.

Results and Findings of the study

Age (Yrs)	Frequency	%
20 - 30	30	30
30 - 40	42	42
40 - 50	25	25
≥ 50	3	4

The data shows that major respondents are from the age group of 30-40 years i.e. 42 %. Below that the age group is 20-30 yrs i.e. 30%.

Gender	Frequency	%
Male	91	91
Female	9	9

The data shows that major respondents are from the gender male i.e. 91 % and female respondents are 9 %. While interviewing with farmers it is found that male farmers are getting more time to use social media as compared to female farmers

Education	Frequency	%
Illiterate	6	6
Non Matrix	44	44
Matrix	30	30
Graduate	16	16
Post Graduate	4	4

The data shows that most of the respondents were non matrix i.e. 44 % followed by Matrix i.e 30 %.

While interviewing with farmers it is found that farmers are able to operate mobile phones and social media on it.

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Do you have account on social media?

Yes	56	56
No	44	44

The data shows that most of the respondents have account on social media websites.

Social Media

Parameter	Frequency	Rank
Facebook	28	2
Twitter	12	4
YouTube	18	3
LinkedIn	2	5
WhatsApp	50	1

The data shows that most of the respondents are having account on social media. Most of them are using WhatsApp followed by Facebook and YouTube.

Frequently of visiting Social Media

Parameter	Frequency	%
Daily	23	41
Weekly	16	29
Fortnightly	12	21
Sometimes	5	9

The data shows that most of the respondents are visiting Social media daily i.e. 41%.

Use of social media in agricultural marketing for

Parameter	Frequency	Rank
Information seeking	34	1
Sharing information	12	5
Selling / buying of agri commodity	13	4
Solution of problem	28	2
Market rates	21	3
Branding of agri commodity	9	6

The data shows that most of the respondents are using social media for information seeking followed by Solution of problem. From the interview of the respondent it is found that farmers are seeking information on YouTube videos, because the visualize the thing.

How likely are you to view pictures / videos that are posted on social media?

Very Likely	Likely	Neutral	Unlikely	Very Unlikely
12	21	7	12	4

The data shows that most of the respondents are likely for to view pictures / videos that are posted on social media.

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Problems in using social media in agricultural marketing

Parameter	Frequency	Rank
Adoption of social media as a tool of agricultural marketing.	21	4
There is a limited access to social media because of data, network etc.	45	1
No training and education about use of social media in agril marketing.	35	2
People are less trusted on e-buying, e-selling of agricultural commodity on social media.	34	3

IV. Findings

Many organizations are having their official pages, blogs, and groups on social media. It is having prompt response for the question. It saves time and cost of the farmers. Farmers getting right information on right time. For example weather report. Network providing companies are giving more data in lesser prices. It helps farmers to browse more. Young farmers believes more on use of social media in agricultural marketing. They seek more information on YouTube and Facebook. WhatsApp is the most likely app among farmers.

V. Conclusion

The results of the study shows role of social media in Agricultural Marketing is dominated by males. The age group of farmers is following most between 30-40 yrs who are using social media effectively. Most of the farmers are using mobile phones nowadays with internet and social media applications in it. Farmers are making use of social media for innovative practices, sharing information etc. the most popular social media in agricultural marketing is Facebook, YouTube, WhatsApp, Twitter and LinkedIn. Most of them login to social sites daily. Various problems in use of social media in agricultural marketing is studied. These social media outlets also provide a platform for those who do not approve of modern agriculture practices.

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Impact of Human Resources Management Strategies on Job Satisfaction of the Employees of the Social Security Corporation in Jordan

By Riad Ahmad Mohammed Abazeed

Al al-Bayt University

Abstract- The study aims to examine the impact of human resources management strategies (Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, and Performance appraisal strategy) on job satisfaction of the employees of the Social Security Corporation in Jordan.

The population of the study consisted of all employees of Social Security Corporation in Jordan. The unit of analysis was the employees of Social Security Corporation in Jordan. The questionnaire was used as a tool to collect data from the population of the study. (232) questionnaire were distributed, (219) questionnaires valid for statistical analysis were recovered. SPSS was used to examine the study hypotheses and achieve its objectives.

Keywords: human resources management strategies, job satisfaction, social security corporation, jordan.

GJMBR-E Classification: JEL Code: M39



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The researcher found that there is statistical significant impact of the Human Resources management strategies (Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, and Performance appraisal strategy) on job satisfaction of the employees of the Social Security Corporation in Jordan. The researcher recommended the Increasing the efficiency of these strategies, and recruitment of the best human talent, provide them with the necessary skills and experience, motivate them, and the adoption of adequate performance evaluation to determine the imbalances in performance and work to correct it.

Keywords: human resources management strategies, job satisfaction, social security corporation, Jordan.

I. Introduction

In the shadow of the great technological advancement in the business world in recent decades in various part of the life (social, political, and economic) in different countries around the world. In turn led them to find more ways to deal with these conditions and ways to identify the capabilities of competitors and market needs, as well as those variables affected the values and the different activities in many countries of the world to warrant saying that we live now ' a new world ' quite different from its predecessor, which prevailed over the previous centuries until the early 1980s.

Contemporary management interest in human resources issues is a trying to find a balance between the organization's goals and objectives of individuals, and between cost and revenue in dealing with individuals. Human resource management strategy is working to understand the Organization's internal environment, requirements, and basic influential variables; its mission, goals, objectives, strategies, and culture, in addition to understanding their surrounding environment by the organization, and this understanding enable human resource management to set its strategy successfully, in a way to contain significant harmonization between the practices and activities of the human resources management, variables and challenges contained in the organization's internal and external environment.

Developing organizational strategy requires events sort of combinations and harmony between the organization and the environment surrounded by both internal and external, physical, and technical capabilities available to them, which can be set on the application and implementation of effective strategies. Strategic management is a sophisticated intellectual methodology directed management processes and events in an orderly fashion in order to achieve the objectives and goals of the organization. Strategic management methodology requires the presence of an integrated strategic building, and the organization's future strategy depends on effective human resources management strategy, consistent, integrated, and coordinated these plans, practices and policies with the overall strategy of the organization. To meet the requirements of the organization of qualified human resources, well trained, and able to communicate and share with making decision. The strength of any organization to compete depends on its success in attracting highly qualified people to achieve and implement their strategies

Job satisfaction is due to accept human being his job as it is, and he took advantage of every means available to him. Job satisfaction is associated with more than one source, human might feel comfortable as a result of his high performance in business, or the quality of his work, or learn new skills, or work as part of the staff, as well as help colleagues, or increase personal abilities (Jones, 1996).

Job satisfaction is more enigmatic management science topics, because the emotional case, which led to the emergence of hundreds of research studies on the subject, some of them consider job satisfaction as

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an independent variable influences the behavior of workers as performance, absenteeism, turnover (Al-Hawary & AL-Zeaud, 2011), and other times as a dependent variable is affected by wages, salaries, bonuses, grants system, power structure and decision making system, commitment (Al-Hawary & Shdefat, 2016), added to the lack of agreement among researchers on the precise definition of job satisfaction resulting in multiple areas of study. Job satisfaction is an important topic for everyone working in organizations, and considered of more variables in organizational behavior research. The importance of job satisfaction as a measure of the effectiveness of performance, if workers completely satisfied of their work, that will lead to the desired results comparable to raise wages or incentives provided by the organization, and in return if the workers are dissatisfied, that contribute to absenteeism, frequent work accidents, delays, and move on to other organizations.

II. Theoretical Framework and Hypotheses Development

a) Concept of human resources strategies

Now a day's organizations are moving toward strategy of human resources that fit the overall strategic directions of the organization and integrate with strategic directions in marketing, production, finance, technical, and other organized events. Then the organization will have an integrated set of strategies stem from sub-overall strategy of the human resources. And strategic human resources management as a best way to find the highly qualified workforce able to bear the responsibilities of the business within the Organization, and then be able to meet the requirements of the overall strategy of the organization as a whole. And configure the appropriate structure of human resources with the appropriate level of abilities and skills required to meet the needs of the organization, and then train and develop these skills and also rewarding individuals with a equitable remuneration consistent with efforts being made, to achieve the kind of integration and coordination between the interests of individuals and organization, to prevent any conflict between them, and finally provide them with necessary care and services. All that in order to contribute to achieving the Organization's objectives.

Human resources management responsibility became too large, designed to continuously, create and adapt their strategies, activities and practices with variables and internal and external environmental challenges affecting the organization's overall strategy. Wright & McMahan (1992:298) referred to strategic human resources management as ' style of employing human resources schema and related activities to enable the organization to achieve its goals. Human resources management defined as a strategic and coherent portal to manage individual who contributes in achieving the goals of the organizations, this concept came as an alternative to individual management concept (Armstrong, 2012).

Human resource management strategy can be defined also as: long term plan, consisting of a set of activities in the form of programs, their beginning and the end is specific, and polices decide the functions of human resources management within the organization, this plan contains a set of actions and decisions regarding human resources within the organization, and the careers of these human resources.

b) Human resources management strategies

Human Resources Planning Strategy: Is one of the most important elements in human resources management, where this concept refers to the processes through which the organization ensures access to appropriate quality and number of individuals in the right places and the right times (correct and sound). Strategic planning of human resources is directly linked to the organization's overall strategy to secure and provide the necessary personnel to implement the organization's strategy (Al-Hawary & Nusair, 2017). Human resources planning built on having a clear idea of the demand side (determining and planning of organizational needs of human resources, programming needs, the staff course, demographic trends, budget forecast and others), with regard to the requirements of patterns and number skills, and then determine the supply side, namely those skills which will provide through factors such as internal distribution and skills development, availability of skills and competencies required in the market. This process involves organizational planning issues, such as the review of the roles of work and job design to those roles. Denisi & Griffen (2001) defined human resources planning as a process of organization forecast of demand for human resources, offer analysis of resources supply, and then develop plans to reduce the gap between them.

Recruiting and selection strategy: Recruiting and selection strategy is based on attracting and selecting the best, and highly qualified human element which enable organization to achieve its goal, recruitment is one of the most important human resources management strategy that must be carried out efficiently and effectively, this process is considered as the key of success of the business organization, and enable organization to compete and achieve its goal (Al-Hawary & Alajmi, 2017). Costello (2006) describes recruiting and selection as a set of activities and processes used to attract the required number of qualified people to be set in the right place at the right time.

Recruiting and selection are the organization's processes to filter and select the best candidates for the job, represented by the person who meets the job requirements and characteristics, more than anything

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else, this selection according to the selection criteria applied by the organization, using internal and external sources (Dora and et al, 2008). Ofori & Aryeetey (2011) described recruiting and selection as the necessary portfolio of the Organization's recruitment policy.

Training and development strategy: Training strategy is considered as the best way to prepare and develop human resources, and increase performance. This growing interest in the strategy of training recognizing the importance of human resources in increasing the competitive capabilities of organization, and innovation of goods and services, and to be able to use techniques and resources available efficiently and effectively. Strategic approach to management training is based on an analysis of the opportunities and threats in the external environment, and the different and changing factors whether technological or economic, political or social, as well as to identify the strengths and weaknesses of the organization's internal environment, whether human or material factors or informatics. Bernoti (2007) points that training is a certified educational activity practiced by the organization with the aim of improving the performance of the individual in the job he holds, and training is defined as ' the process by which provide employees with the knowledge and skill to perform a specific activity or work (Edwin, 2003:200). Training is an effort to increase skills, and develop their knowledge, and abilities, to raise the level of organizational performance, with the aim of preparing them well to meet the organization current and future requirements.

Motivation strategy: The style of functioning Changed from method based on individual action to collective action-based method depends on task forces, Motivations are no longer acceptable methods with this new method, which calls this method of managing human resources, to design and preparation of new motivation policy based on group motivation, and aligned with contemporary modern orientation. According to, human resources management prepared programs contributed make workers own shares of the organization, modify the rates of participation in profits, setting new moral motivation methods match the human resources who working collectively within the organization, and motivational methods conform with contemporary trends and techniques in the field of human motivation in General. Compensation is one of the most important factors that affect the motivation of individuals to grow, develop, and to continue learning and incentive for more productivity, and strive to improve the performance of the entire organization and its objectives (Casio, 2013).

Performance appraisal: After the change of the mode of implementation of the business from individual method to collective method, business performance evaluation within the Organization became subject to evaluation systems, software and modern standards depend on teamwork, rather than the old systems which were subject to evaluation programs and regulations depend on individual work.

Modern business evaluation criteria Characterized by providing new performance evaluation criteria: cost, time, quality, and customer service during the sale, and their later sale, gauge customer satisfaction that many organizations are connected to its incentives system. It is the function which contains the measure and evaluate the performance of employees and their work, which is what determines the opportunities for promotion and career path for staff performance evaluation, this function is an incentive for further learning and development to keep up with requirements, and provide feedback on the extent to which the training and development of workers who received, and the extent of their need for training and other development programs (Byars & Rue, 2006).

c) Job satisfaction concept

Job satisfaction is the psychological feeling of contentment, and happiness to satisfy needs, desires and expectations with the work itself and the work environment, with confidence and loyalty to work with environmental influences and internal and external factors. There are those who believe that job satisfaction is a situation where an individual is integrated with his job, and his work, and becomes a human being takes the job and interact with it through his ambition and desire to progress and achieve social objectives through it (Kaplan, 1992:103).

Piriyathanalai & Muenjohn (2012:90) notes that job satisfaction is a general assessment of the user towards work, which is influenced by the location of the user at work, incentives and control mechanism and management system. Job satisfaction of employees expresses an individual's emotional reactions to a particular function, and if the organization going to be distinguished in their production and develop its performance, it has to pay interest on job satisfaction of its employees, because negligence of its employees satisfaction leads to neglecting a big part of the Organization's objectives (Piriyathanalai & Muenjohn, 2012).

d) Human resources strategies and job satisfaction

The most positive effects of this practice, their role in improving employee productivity and organizational performance as a whole (Futa & Qutob, 2013). Al-Qadi (2012) referred that the use the compensation systems is that they contribute to motivate staff towards good performance, Abu Sheikha (2006) noted that staffing performance appraisal process involves identifying the objective of the assessment process, time to conduct the assessment process, and the method used in the evaluation process, as well as to identify the results of the

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evaluation process, and used in planning to improve employee performance. Nihat et al. (2010) reached that there is an effect of human resources practices (recruitment, appointment, performance appraisal, compensations, and safety) and performance. Haji's study (2010) examined the relationship between human resource management practices (polarization and recruitment, training and development, performance appraisal and compensation and occupational health and safety) and achieve institutional discrimination and positive relationship. Al-Hawamdeh (2007), which indicated a statistically significant relationship in all areas of performance evaluation on satisfaction of employees. Al-Omary (2004) noted that the relationship between colleagues has an effect on job satisfaction in Arabic Potash Company, based on above, the study hypotheses may be formulated as:

H1. Human resources management strategies directly influences Employees' job satisfaction of Social Security Corporation in Jordan.

More specifically:

H1a. Human resources planning strategy directly influences Employees' job satisfaction of Social Security Corporation in Jordan.

H1b. Recruiting and selection strategy directly influences Employees' job satisfaction of Social Security Corporation in Jordan.

H1c. Training and development strategy directly influence Employees' job satisfaction of Social Security Corporation in Jordan.

H1d. Motivation strategy directly influence Employees' job satisfaction of Social Security Corporation in Jordan.

H1e. Performance appraisal directly influence Employees' job satisfaction of Social Security Corporation in Jordan.

III. Theoretical Model

The researcher proposes a model that investigates Human resources management strategies and their impact on Employees' job satisfaction of Social Security Corporation in Jordan. Figure (1) exhibits the research model that guides this study. As Figure (1) depicts, the important variables of this research include Human resources management strategies as the independent variable and Employees' job satisfaction as the dependent variable.

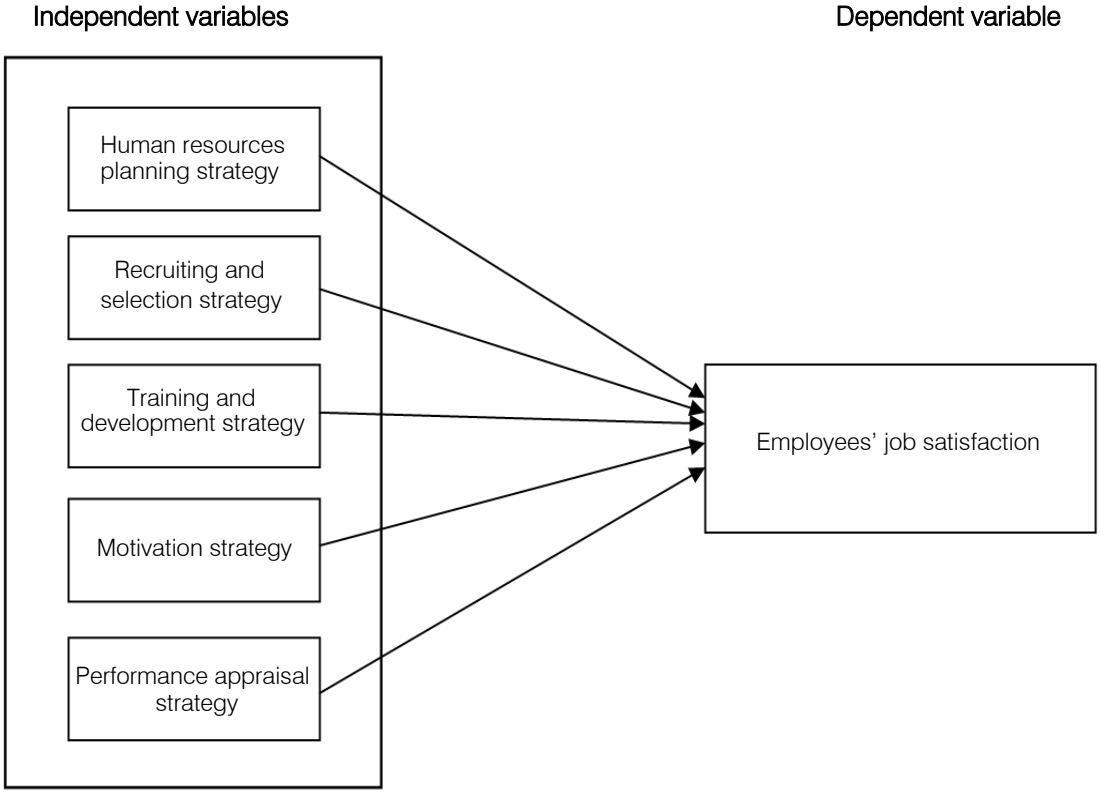


Figure (1): Theoretical Model

IV. Methodology

a) Study tool

The questionnaire in this study was developed based on previous studies. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, Performance appraisal strategy

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were adapted from previous studies (Delaney and Huselid, 1996; Lepak and Snell, 1999; AL-Hawary, 2011). Employees' job satisfaction was adapted from previous studies (Wahyudi et al., 2013; Piriyathanalai & Muenjohn, 2012).

b) Population and Sample

The population of the study consisted of all employees of Social Security Corporation in Jordan. The unit of analysis was the employees of Social Security Corporation in Jordan. The questionnaire was used as a tool to collect data from the population of the study. Employees were asked to assess the level of implementation of human resources strategies. Evaluation was based on A Five-point Likert scale ranging from "strongly disagree (1) to "strongly agree (5) was used to measure the 33 items. 232 completed questionnaires were, 13 of returned questionnaires contained missing items. Leaving 219 questionnaires for study analysis with a response rate of (94.4.7%) which is considered an acceptable rate (Sekaran, 2006). Table 1 shows the characteristics of the sample.

Table (1): Sample characteristics

Variable		Frequency	%
Age group	less than 30	63	29
	30- less than 40	88	40
	40- less than 50	45	20.5
	50 years and more	23	10.5
Gender	Male	148	67.6
	Female	71	32.4
Educational level	Diploma	28	12.8
	Bachelor	172	78.5
	Master	15	6.8
	PhD	4	1.9

c) Reliability and validity of the instrument

To measure Structural validity, corrected item-total correlation was used to determine the internal correlation between items in each dimension and consistency between dimensions. The value of corrected item- total correlation must be more than 20%.

Table (2): Corrected Item – Correlation of human resources management strategies

Strategy	No of item	Corrected item correlation		*Cronbach's alpha*
		Corrected item – total correlation	Squared multiple correlation	
Human resources planning	1	0.28	0.46	0.86
	2	0.32	0.27	
	3	0.53	0.43	
	4	0.53	0.30	
	5	0.56	0.30	
	6	0.49	0.35	
Recruiting and selection	7	0.28	0.47	0.81
	8	0.59	0.39	
	9	0.60	0.38	
	10	0.68	0.47	
	11	0.49	0.30	
	12	0.45	0.35	
Training and development	13	0.50	0.50	0.74
	14	0.64	0.55	
	15	0.62	0.51	
	16	0.72	0.59	
	17	0.72	0.54	
	18	0.64	0.45	
Motivation	19	0.44	0.49	0.83
	20	0.56	0.48	
	21	0.58	0.40	
	22	0.48	0.40	
	23	0.45	0.42	
	24	0.41	0.39	

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Performance appraisal	25	0.37	0.39	0.76
	26	0.46	0.30	
	27	0.57	0.38	
	28	0.56	0.31	
	29	0.51	0.37	
	30	0.38	0.31	

Table (2) shows that all items in each dimension of human resources strategies are correlated with each other, and with all items in other strategies of human resources management.

Table (3): Corrected item – correlation for Employees' job satisfaction

Dimension	No of item	Corrected item - correlation		Cronbach's alpha
		Corrected item – total correlation	Squared multiple correlation	
Employees' job satisfaction	21	0.63	0.52	0.79
	22	0.75	0.63	
	23	0.78	0.67	
	24	0.54	0.63	
	25	0.49	0.43	
	26	0.51	0.36	
	27	0.55	0.43	
	28	0.45	0.36	

Table (3) shows that all items are correlated with each other in the independent variable itself. Table (3&4) shows that Cronbach's alpha for human resources management strategies and Employees' job satisfaction was more than (0.60) (Sekaran, 2000).

V. Descriptive Analysis

Means and standard deviation were used to find out the sample's evaluation of human resources management strategies by employees Social Security Corporation in Jordan, and to describe their job satisfaction.

Table (4): Means and standard deviation of sample responses regarding human resources management strategies and Employees' job satisfaction

No	Aspect	Mean	Standard deviation
1	Human resources planning strategy	**3.57**	0.94
2	Recruiting and selection strategy	**3.45**	0.87
3	Training and development strategy	**3.51**	0.67
4	Motivation strategy	**3.55**	0.83
5	Performance appraisal strategy	**3.57**	0.96
	Employees' job satisfaction	**3.49**	**0.95**

VI. Correlation Matrix

Table (5) highlighted that the correlation coefficients were positively correlated. The highest value of correlation coefficient between independent variables was (0.51), which indicated that the model of the study is free of multicollinearity (Hair et al., 1998).

Table (5): Summary of correlations of strategic human resources management

Variables	HRPS	RSS	TDS	MS	PAS
Human resources planning strategy	1	0.28**	0.36**	0.24**	0.15**
Recruiting and selection strategy		1	0.39**	0.51**	0.43**
Training and development strategy			1	0.33**	0.32**
Motivation strategy				1	0.50**
Performance appraisal strategy					1

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

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VII. Study Hypotheses Test

In this model, Human resources management strategies act as the dependent variable and Employees' job satisfaction, as the independent variables. From the result as shown in Table (6), the regression model was statistically significant (F = 67.432; R2 = 0.388; P = .000). The R2 is 0.388, which means that 38.8 per cent of the variation in Employees' job satisfaction can be explained by Human resources management strategies. The proposed model was adequate as the F-statistic = 67.432 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Human resources management strategies and Employees' job satisfaction.

Table (6) shows the analysis of multiple regressions. The results of the multiple regression models indicate that Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, and Performance appraisal strategy explain the variance in Employees' job satisfaction. The value of the R^2 (R Square) is an acceptable value for explaining variability of Employees' job satisfaction.

Table (6): Regression results of human resources management strategies and Employees' job satisfaction.

	Unstandardized coefficients		Standardized coefficients	T	Sig	Tolerance	VIF
Model [c]	B	Std. Error	Beta				
Constant	1.158	0.156		7.437	0.000		
Human resources planning strategy	0.268	0.035	0.345	7.630	0.000	0.529	1.892
Recruiting and selection strategy	0.116	0.036	0.135	3.246	0.001	0.464	2.154
Training and development strategy	0.125	0.039	0.144	3.178	0.002	0.432	2.314
Motivation strategy	0.097	0.039	0.099	2.477	0.014	0.426	2.349
Performance appraisal strategy	0.134	0.330	0.152	3.215	0.013	0.527	1.897
Notes: R = .623; R 2 = .388; Adj. R 2 = .382; Sig. F = 0.000; F-value = 67.432; dependent variable, Employees' job satisfaction; $p < 0.05$							

Multiple regression analysis in Table (6) was employed to determine whether Human resources management strategies have an effect on Employees' job satisfaction; the result of regression analysis revealed that there is an impact of Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, and Performance appraisal strategy on Employees' job satisfaction (β =.268; $p<0,05$). Therefore, the hypotheses are accepted.

VIII. Discussion

- Human resources planning strategy, the result of the study shows that the Social Security Corporation in Jordan focused on forecasting the human resources needs of the Organization and hire the human resources in ideal way, and work on the development of their capacity, and avoid the problems of human resources management, and work to resolve these problems, but the application of this practice is influenced by the lack of information required for the planning process. As influenced by unserious of the organizations in implementation plans.
- With regard to appointment and recruitment strategy, the results of the study indicate that the commitment of the Social Security Corporation to recruitment procedures by identifying potential personnel to fill posts in preparation to be recruited to work in the Corporation. The Social Security Corporation is committed with recruitment procedures within official channels according to qualifications and experience required, and the contrast between the candidates to pick who possess skills and expertise that are in line with the job implementation
- In terms of motivation strategy, the management of the Social Security Corporation is convinced of the importance of this strategy, whether financial or non-financial, in motivating employees towards improving their performance by encouraging them to apply their knowledge, skills and expertise in the interest of business.
- In terms of Training and development strategy, the management of the Social Security Corporation is convinced of the importance of Training and development to give employees the skills and abilities to do their jobs and solve the problems facing the business.
- With regard to Performance appraisal strategy, the need of the Social Security Corporation to identify the level of performance of employees to provide programs for evaluating the employees performance, and the fairness in the assessment process, with the aim of identifying training needs and help improve levels of performance, and identify priorities for the promotion, and support of human resources planning

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processes, and thus improve organizational performance.

- The result of the study indicates the existence of respect, appreciation, kind treatment, and exercise work ethic by management to cooperate with employees, and understanding their problems. And fit wages with the nature of the work or the assigned tasks, in addition to providing training programs contribute to increased their knowledge skills, which makes the individual specialists and experts, thus expanding their knowledge, perspectives, and contribute to facilitate the tasks efficiently and capably, and raises the level of their responsibility, and a sense of job security, and felt that they are indispensable, which contributed to achieving the employees satisfaction.
- The results of the study indicated an effect of human resource management strategies on employees' satisfaction. And due to the interest of the Social Security Corporation in Jordan with human resource management strategies overall lead to employees' satisfaction, Social Security Corporation in Jordan dealing with proper planning for the needs of employees, and attract them to work at the Corporation, and they are selected on the basis of objective criteria, and fit the nature of the work assigned to them, in addition to direct employees and work to develop and maintain them, which made them committed to business requirements, and desire to do what they got and their desire to continue to work for the Corporation. This result has agreed with (Nihat et al., 2010;_Futa & Qutob, 2013; Al-Qadi, 2012; Abu Sheikha, 2006; Haji, 2010; Al-Omary, 2005; Al-Hawamdeh, 2007).
- In addition to direct employees, and work to develop and maintain them, and confirm their commitment to business requirements, which is supposed to lead to a working link to the Organization and the desire to do what he's got and his desire to continue to work for the Corporation. This result has agreed with study (Nihat et al., 2010).
- Study results showed that the strategy of human resources planning have an impact on the Employees' job satisfaction. The reason that the employees working at the Corporation based on prior identification of real need, and thereby reducing job turnover work and achieve job stability; which contribute to improving the level of satisfaction of the employees.
- Results of the study indicated that there is an effect of the performance appraisal strategy on the Employees' job satisfaction. The reason that the process of evaluating performance that contribute to the development of human resources through recognition of the current level of performance and try to improve it through training programs.
- There is an effect of the incentives and rewards on the Employees' job satisfaction. This can be explained by the perception of the Corporation of the importance of incentives and rewards, and the incentives and rewards provided to employees contribute to the psychological development, when working through participation in the making of decision, and justice in wages and salaries, and incentives to match the efforts by workers, as well as workers having a health insurance, annual leave, and other benefits and is reflected in the level of the employees satisfaction. This result is consistent with Aljdzisasa (2011) that the material and non-material incentives when applied fairly and sound lead to move up the performance of the staff, the use of rewards and bonuses has led the employees of the corporation to work better, and thus contribute ready and willing to work outside of official working hours.
- The study results showed that recruiting and selection strategy have an impact on the employees' job satisfaction. The result is consistent with Aljdzisasa (2011), which considered the recruiting and selection strategy contribute to improved employee motivation and raise the level of employees organizational commitment.
- The results of the study indicated the impact of training and development strategy on the employees' job satisfaction, due to the importance of training to give workers with skills and new knowledge, and experiences, which enable them to work and have the confidence and the acquisition of traits that qualifies them for assuming leadership of the organization. Seeks to promote their strength by training staff, and having qualified personnel, and well-trained able to reduce turnover rates of employment, increasing the ability of individuals working on creativity, innovation, and thereby increase its ability to achieve excellence reflected on the job satisfaction of employees.

IX. Recommendations

Based on the study results, the researcher recommends the practitioners, and decision makers to:

1. Increasing the efficiency of these strategies, and recruitment of the best human talent, provide them with the necessary skills and experience, motivate them, and the adoption of adequate performance evaluation to determine the imbalances in performance and work to correct it.
2. Push for a sustained effort and performance development to achieve the best level, in order to develop clear career tasks at work, and to intensify the adequate training courses.
3. Creating a new system of incentives, and encourage staff to compete creativity at work, and

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appreciate the efforts of staff, provide moral and financial rewards to staff.

4. Finding a system analysis of the jobs associated with electronic form with human resources departments to take appropriate decisions in the selection and recruitment.
5. Incentives actually linked to performance, so that the distinction between working in accordance with their level of performance, which encourages all employees whatever career named to make every effort to improve their performance, thus linking incentives to improve performance.
6. Enhance a sense of job stability through their employment for longer.

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New Trend of Promotional Strategies in Bangladesh: A Study on the Acceptance and Influence of Product Placement from Consumers' Standpoint

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Abstract- The study intends to contribute to a more serious understanding of consumer acceptance of product placement and its influence on purchase intention of consumers. 168 respondents from different cities of Bangladesh participated in the study. The methodology of the study designed using the true experimental method. Collected data has been analyzed via SPSS windows software version 24. This study is guided by the Theory of Reasoned Action, which recommends that individual consumers' behavior is guided by their purchase intention. the consumer awareness of product placement does not influence the consumer attitude toward product placement significantly. It may have its impact on consumer behavior but it's not a major influence. The study also suggests that consumer attitude toward product placement is the most influential variable than the consumer attitude in shaping consumer purchase decision and product placement may not have a huge impact on consumer purchase decision.

Keywords: *product placement, consumer behavior, purchase intention, acceptance, attitude.*

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New Trend of Promotional Strategies in Bangladesh: A Study on the Acceptance and Influence of Product Placement from Consumers' Standpoint

Adita Barua [α], A S M Saifur Rahman [σ], Kazi Noor-E-Jannat [ρ] & MD Rifat Zahir [ω]

Abstract- The study intends to contribute to a more serious understanding of consumer acceptance of product placement and its influence on purchase intention of consumers. 168 respondents from different cities of Bangladesh participated in the study. The methodology of the study designed using the true experimental method. Collected data has been analyzed via SPSS windows software version 24. This study is guided by the Theory of Reasoned Action, which recommends that individual consumers' behavior is guided by their purchase intention. the consumer awareness of product placement does not influence the consumer attitude toward product placement significantly. It may have its impact on consumer behavior but it's not a major influence. The study also suggests that consumer attitude toward product placement is the most influential variable than the consumer attitude in shaping consumer purchase decision and product placement may not have a huge impact on consumer purchase decision. Some recommendations are provided to the marketers and researchers to improve the placement efficiency.

Keywords: product placement, consumer behavior, purchase intention, acceptance, attitude.

I. Introduction

Simply, product placement can be defined as the use of a brand in media content to influence the consumer behavior (Akar, 1991). To be specific, when companies pay a medium like a movie, TV show, drama or a virtual game to have their brand name or product display or utilization during the movie, show or the game for a certain period of time, it is called product placement (Ajzen & Fishbein, 1980). While a favorite celebrity is endorsing a brand or product, it creates a positive image in the mind of consumers considering the brand or products that influence consumers' perception significantly (Alba & Hutchinson, 1987).

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An example of product placement in a television program in Bangladesh is "Ittyadi" a more than 25 years old TV Show, originated and cast by maverick television host Hanif Sanket. The show pioneered in investigative and thought-provoking documentaries on prolific personalities from different strata of society. Since the beginning, the program used product placement in their fun games, documentaries even in music. Later several shows came forward with this trend such as Close Up One, a reality singing competition to find new talent to represent Bangladesh for a year.

Bangladeshi drama is rather advanced in placing the products in their scene and dialogues. Mostly, the telecommunication companies are utilizing their products and services placed in a wide range of ways. Besides, different hotels and restaurants are being used in the scene to promote their business and create a positive brand image in the psyche of consumers. Some such examples are, "Vitamin T" and "Impossible 5" in 2013, promoted Airtel telecommunication company of Bangladesh. Now each year on occasions like Valentine's day, Friendship day, Father's Day, Mother's Day – thought to provoke short films are also becoming a possible arena for product placement to the promoters.

Bangladeshi movies are not spared from product placements by the companies. One very recent example is the movie named "Musafir", released in 2016 promoted malt beverage. Though the trend is fully yet to adopt by the industry. But it can be considered as the new advertising avenue for the promoters.

Though the relationship between the consumer buying decision and consumer behavior is unclear, it has always been thecenter of the marketing research. Marketers always wanted to know "who" is "who" through studying the consumer behavior.

Leslie and Leon (2009), defined consumer behavior as the process how consumer searches for information while purchasing a product, its usage, their post-purchase evaluation and how they classify products to fulfill their needs. They also discussed consumer behavior based on the consumer's the four phases of a decision-making process. The phases are

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as follows: 1) need recognition, meaning realization of a need to resolve a problem. Therefore, they will 2) search for an alternative product from different sources (internal sources like past experience, learning and so forth and/or external sources like marketing promotion mix). Then, the consumer will try to 3) evaluate the alternative products to select the suitable product to purchase and employ it. Finally, the consumer will have a 4) post-purchase evaluation which will influence their purchase behavior for arepeat buy or dispose of the product. But, it should be noted that the phases may not be traced by the consumer as the problem may or may not be solved by the purchase of a product. Moreover, situational factors also have an influence on the consumer purchase decision.

Therefore, the questions that the study intends to answer are: How consumers perceive the product placement? Is product placement help in brand recognition and evaluation? how great is the influence of product placement toward consumer buying behavior?

In Bangladesh, only a handful researches have been conducted in regards to some specific industry. But in general, no research has been conducted that can suggest a strategy make an effective product placement to make the brand positioning effective and stand out from the competitive brands in the mind of consumers.

Lately, several studies on product placement have conducted consumer surveys to evaluate the impact of product placement on brand awareness, attitudes, and purchase intentions (Wiles & Danielova, 2009). DeLorme et al., 1999, found that consumers often try to relate the movie world to their own, which intern significantly influence the consumer attitude and norms. This study intends to contribute to a more serious understanding of consumer acceptance of product placement and its influence on purchase intention of consumers.

II. Literature Review

To clarify the confusion and mistaken concept of product placement, the study intends to define the term and its practices in the market arena by the promoters. The study also intends to supply a finite definition with collective concepts and definitions used by the uppermost people in the industry to help the readers to develop a fresh perception of the term, product placement.

A consumer certainly exposed to the product placement, while watching a movie or a TV show or playing an online video game. It is actually an indirect kind of promotion, where a brand or product deliberately displayed in a piece of performance, whether it is visual, oral or virtual (Karrh, 1998). Now it is common in movies and TV shows, which also rapidly being used in dramas, games and music videos also. Unlike other advertising stunts, product placement doesn't use expressed pitched for sale (Rohani & Nazari, 2012). A simple instance of product placement is an actor driving a car with the brand and model is clearly detectable.

Product placement often misinterpreted as a type of paid advertisement, though, around 99% of all product placement is unpaid, globally (Olejar, 2016). Hence, product placement is not an advertisement, most likely to be a form of promotion. It can be any sort of audio or visual communication, including or reference a product, service or a trademark so that it can be highlighted along with a consumer exposed mode of media (IPPA, 2009). Product placement is also recognized as "embedded marketing" (Kwon, 2012), usually found in movies, TV shows, dramas etc.

Hence, a product placement is a form of promotional strategy in which products and services are embedded in a drama, movie or TV show in a noticeable way to capture a large audience (Langner, Okazaki, & Eisend, 2012). Product placements are presented, mentioned or discussed within the plot of a movie/ shows/ dramas in a fashion that will create positive feelings towards the product or service. Thus, the term "product placement" also referred as an "embedded marketing," as it is usually found in movies, TV shows, dramas, games, plays, and so on. For instance, think of the "Transporter" movies using Audy cars or "James Bond" movies using fancy sports cars. This way audience develops a more substantial connection with the product and that gives the reason for their purchase decision (Olejar, 2016).

Though over the past decades, product placement has become an interesting topic in the area of marketing, the past studies of product placement are not sufficient enough (Balasubramanian et al., 2006). Yet, those past studies on product placement reflect the issue of product placement for marketing purposes.

Due to the evolving traditional and digital media, the role of product placement has become more significant for the promoters as the product communication has become an urgent demand for the promoters (Conchar, Crask, & Zinkhan, 2005). Due to the declining effectiveness of the traditional patterns of brand communication via advertising, and public relations, promoters are looking for the new and innovative ways of brand communications. While the consumer resistance toward traditional broadcast advertising is quickly growing, product placement through digital technology has been widely extended and drawn the attention of promoters and academics (DeLorme & Reid, 1999).

Nebenzahl and Segunda (1993), first studied on the consumer attitudes toward the product placement. They found that consumers usually don't object to the practice of placing the product in the movie plots as they saw it as an efficient technique for promoting products. But yet some of the sampled population

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brought up the ethical issues of an excessive appearance and controversial influences of product positioning.

While evaluating the consumers' acceptance of product placement, some specific perspectives, such as - product types, gender, frequency of media viewed (De Gregorio and Sung, 2010; McKechnie and Zhou, 2003); and, consumer's personality in case of initial marketing research (Caprara et al., 1993). According to the evidence from Gould, Gupta, and Sonja (2000), consumer attitude toward product placement can also be influenced by the non-cultural variables, such as individual differences in gender, consumer's personality traits etc.

Several past studies on movie placement found that, though consumers were aware of promotion, they have an open-minded attitude toward the product placement. Even many preferred product placement as it connects them to their social life. Gould et al., (2000) compared the degree of acceptance of product placement in media from the consumers of the United States, Austria, and France. The outcome of the study indicated that compared to the Austria and France, American consumers favorably accepted the product placement and were more expected to have favorable purchase intentions of placing products. But the study also identified the cultural differences as the core determinants of the influential power of product placement.

Past studies showed several benefits offered by the product placement from the perspective of promoters and media producers. Rohani and Nazari (2012) showed that product placement can help to stabilize the cost of making movies or TV shows for the producers and brings reality to the plots. Again, it likewise offers a mass promotion at a low cost for the marketers. But none of the studies evaluated the consumer's view (Wiles & Danielova, 2009). The study intends to satisfy the gap from the consumer's perspective by evaluating their awareness and acceptance of product placement and its influence on their purchase decision.

III. Methodology

The study covers an extensive area of concepts that can only be covered with an inclusive combination of primary and secondary data. For the purpose of the study, we looked at the previous studies regarding the product placement to have a better understanding of the subject arena.

To get the most accurate outcome from the study, the study designed using the true experimental method. Moreover, true experimental type researchers are most suitable to prove or disprove a hypothesis. As it fulfills all the conditions of true experimental research design. The conditions are as follows – 1) Randomly assigned sample group; 2) Viable control group is used in the study; 3) Only one final dependent variable to answer the research question. 4) All the subjects used in the study are given equal chances to be assigned to the both experimental and control group.

This study is guided by the Theory of Reasoned Action, which recommends that individual consumers' behavior is guided by their purchase intention. State of mind, attitude, is then shaped from that intention and he/she acts from that disposition which thusly frames their view of life. Individual consumers can anticipate behavior from an intention that is created intellectually; these intentions, then make us carry on instantly as a programmed reflex. There are three elements that decide our intention: our attitude toward a particular behavior, our impression of social measures, and our recognized behavioral control. In whole, the more confident we feel about an attitude and view of social standards, the greater the behavioral control, and the more the individual will do the conduct in view of his/her belief. In this study, the relationship between product placement is tested against the consumer attitude, brand recognition and evaluation, and their final purchase decision.

A quantitative survey using questionnaires has been conducted to fulfill the purpose of the study. The questionnaire contains three section. The first section includes the demographic data of the respondents. In the second section, the responses in Likert scale has been collected on five important variables to measure the hypothesis of the study. The third section includes a few open-ended questions to discuss and explore the effectiveness of product placement from the depth of consumers' perspective.

The sample size for the study is N= 168, which includes the consumers of varied age and profession. The respondents are selected from the Cox's Bazar area and have a tertiary educational background.

The variables used in the study are – Consumer Awareness of Product Placement, Consumers Attitude Toward Product Placement and Consumers Purchase Decision.

Using the variables, we have prepared three hypotheses to test with the collected quantitative data. The hypothesis are as follows –

SL	Null Hypothesis	Alternative Hypothesis
1	Consumers positively accept the product placement as a promotional strategy.	Consumers negatively or neutrally accept the product placement as a promotional strategy.
2	Product placement has a positive influence over purchase decision.	Product placement has a negative or neutral influence over purchase decision.

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IV. Findings & Analysis

The questionnaire survey conducted to test our hypothesis included a small sample from different districts of the country and included 168 respondents who were willing to share their perception and contribute toward our study. The results of the study are given as follows-

Table 1: Reliability Test of data

Variables	Cronbach Alpha	No of Items	Revised Alpha	Revised No of Items
Consumer Awareness of Product Placement	.556	7	.603	6
Consumers Attitude Toward Product Placement	.639	7	-	-
Consumers Purchase Decision	.670	7	-	-

Reliability is standard when the alpha value is above .6 and below .7, though there is an argument. But an alpha value more than .9 is considered as an arbitrary number of variables are taken into considerations, which means the number of questions we considered in the article is more than necessary.

Table 2: Descriptive Statistics Data

Variables	Mean	Standard Deviation	Skewness	Kurtosis
Consumer Awareness of Product Placement	3.76	.472	-.559	1.476
Consumers Attitude Toward Product Placement	3.42	.580	-.017	-.190
Consumers Purchase Decision	3.59	.573	-.484	-.222

To simplify the interpretation of a descriptive analysis has been conducted, where mean indicates the average response from the selected respondents. From the above table 2 of descriptive statistics, regarding the consumer awareness of product placement, the mean is 3.76, indicating that the average response from the respondents. The value of mean in this case denotes that respondents were aware of the products are being promoted via the media plot. In the case of consumer attitude toward product placement, the mean is 3.76, indicating that most of the respondents have a positive attitude toward the product placement. Again, with consumer purchase decision mean is 3.59, helps us to understand that respondents are positively influenced by product placement while making a purchase.

Variability Analysis helps us to understand the distance between the mean scores of the items used to compute the variables. The most common measure of the variability is the Standard Deviation. It tells us the differentiation between the scores of the items used in variables. The standard deviation shows that there is very little variance among the responses gathered from the selected sample population. This indicates that the responses are consistent.

Moreover, to evaluate the normality of the data used in the study we have conducted a normality analysis (Skewness & Kurtosis). As the standard usually goes that the skewness value is acceptable if it lies between -1 to +1 and the kurtosis value is acceptable if the value lies between -3 to +3. But there is an argument that both values are acceptable if they lie between -3 to +3.

Table 3: Pearson Correlation

Variables	Awareness	Attitude	Purchase Decision
Consumer Awareness of Product Placement	1		
Consumers Attitude Toward Product Placement	.515**	1	
Consumers Purchase Decision	.458**	.536**	1

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

Considering the normality of data used for the purpose of this study a Pearson correlation analysis have been conducted assuming the data set used are normal. Here we can see that when significance level is .01, all of the variables have a moderate correlation.

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From the table 3, the correlation coefficient between consumer awareness of product placement and consumer attitude toward product placement is .515, indicating that the more consumer become aware of the product placement the more attitude changes toward the product placement positively.

In the case of correlation between the consumer awareness of product placement and consumer purchase decision, the coefficient is .458, which is a positive moderate relationship. This can be interpreted as the more people become aware of the product placement, the more their purchase decision becomes influenced by the product placement in a positive way.

Again, the correlation coefficient between the consumer attitude toward the product placement and the purchase decision is .536, showing a positive moderate correlation between the variables. This indicates that the more people grow a positive attitude toward product placement as a promotional strategy the more their purchase decision positively influenced by the product placement.

Finally, the matrix reveals that consumer attitude toward product placement is the most influential variable than the consumer attitude in shaping consumer purchase decision. But the coefficient of correlation among the variables is not that much of high, which suggesting that the product placement may not have a huge impact on consumer purchase decision.

Table 4: Regression Analysis

Variables	β	t - level	Significance
Attitude	.515	7.733	.00

Dependent variable: Consumer Attitude toward Product Placement
Predictors: Consumer awareness of product placement

Regression Analysis helps to examine the impact of one variable on another variable and check the impact of independent variables on the dependent variables. The value of R is taken from the table of the model summary table, and value of df and F is taken from ANOVA test table while data analyzed by the SPSS tool. Here, R^2 = .265, F= 59.801, df = 167, No of IV =1. In regression analysis, the R^2, which is .265, which indicates that 26.5% of the dependent variable is influenced by the independent variable. This can be interpreted as that only 26.5% of the Consumer Attitude Toward Product Placement are positively influenced via Consumer awareness of product placement in media.

The F value is 59.801 and the df value is 167, which are representing the explanatory power of the regression model. To put it simply, it is indicating whether the independent variables helped to determine the dependent variable or not. The value suggests that the Consumer Attitude toward Product Placement is considerably influenced by the independent variable though it is not that highly significant.

The significance level of the variables is lower than .05 which indicates that the influence of independent variables on the dependent variables is not significant. This can be interpreted as the influence of consumer awareness of product placement on creating a positive consumer attitude toward the product placement is not recognizable.

The beta value denotes that the impact on a dependent variable by 1 unit change in an independent variable. Here the beta values associated with consumer awareness of product placement and consumer attitude toward product placement is .515, which indicates that in the case of creating a positive consumer attitude toward the product placement, the independent variable, Consumer awareness of product placement, don't have that much of influence.

Finally, the regression model showing that the consumer awareness of product placement does not influence the consumer attitude toward product placement significantly. It may have its impact on consumer behavior but it's not a major influence here to prove the first hypothesis.

Table 5: Multiple Regression Analysis

Variables	β	t - level	Significance
Awareness	.248	3.348	.001
Attitude	.408	5.507	.000

Dependent variable: Purchase Behavior
Predictors: Attitude, Awareness

Here, Adjusted R^2 =.325, F= 41.158, df = 167, No of IV =2.

In the case of multiple linear regression analysis, the focus should be given on the adjusted R^2, which is 325. This value indicates that 32.5% of the dependent variable is influenced by the independent variables. This can be interpreted as that only 32.5% of the respondents are influenced via product placement as they aware of product placement in media and they have a positive attitude toward the product placement.

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The F value is 41.158 and the df value is 167, which are representing the explanatory power of the regression model. To put it simply, it is indicating whether the independent variables helped to determine the dependent variable or not. The value suggests that the consumer purchase decision is considerably influenced by the independent variable though it is not that much of significant.

The significance level of the variables is lower than .05 which indicates that the influence of independent variables on the dependent variables is not significant. This can be interpreted as the influence of consumer awareness of product placement and consumer attitude toward the product placement on consumer purchase decision is not recognizable.

The beta value denotes that the impact on a dependent variable by 1 unit change in an independent variable. Here the beta values associated with consumer awareness of product placement and consumer attitude toward product placement are .248 and .408 respectively. This indicates that in the case of consumer purchase decision making, both independent variables don't have that much of influence. This is clearly not in favor of the second null hypothesis we considered for the study.

Finally, the regression model showing that the consumer awareness of product placement and consumer attitude toward product placement do not influence the consumer purchase decision significantly. It may have its impact on consumer behavior but it's not a major influence here.

V. Discussion

This study measured the effectiveness of product placement via consumer awareness and attitude toward the product placements on media types such as – TV shows, movies, dramas, games and finally the effects of the overall influence of product placement on consumer's purchase intention.

The first hypothesis of the study is to evaluate the acceptance of product placement from consumer's standpoint based on their awareness of product placement. This also considered the ethical factors and the in general behavior of the sampled consumers.

Results showed that the current audiences of Bangladesh understand that a product is being placed as a promotional strategy, though they are not familiar with the term "Product Placement". There is a significant level of acceptance of product placement though the reaction actually depends on their encounter ability of the product in real life. When consumers regularly encountering a product and regularly, they are getting accustomed to the product and actually being influenced to purchase the product to some extent. Most importantly, what the study explored is that consumers are adopting the insights and use of the product from the placement in movies, TV shows or in games.

In the case of Bangladesh, the most effective media seem to be the Dramas. Such a difference can be clarified by the consumers' ability to connect the drama scenes and characters to their real-life scenarios. A statistically significant result has been observed that the millennial generation of Bangladesh are more accustomed to the product placement and their acceptability is quite remarkable.

In the case of the second hypothesis of the study, it intends to evaluate the influence of product placement from consumer's standpoint based on their awareness and acceptance of product placement. This also considered the intention of purchasing the product and referring the product to the influential circle of the consumers like friends and family.

The result of the study shows that the product placement may not have a huge impact on consumer purchase decision. But the fact that remains that there is a positive correlation or influence. This may be due to the unfamiliarity with the placement. But what the study found interesting is that the younger people intend to be influenced by the product placement by their favorite stars, especially in the case of the lifestyle products placed in the media. To make it more simplified, the study reveals that the young people are becoming the "early adopters" for those particular products that are placed by their favorite actors.

The study base that the dramas and film's perceived realism have higher plausible than that of conventional advertisement methods. Most importantly, product placement extends the links between the scene and real life due to the realism and authenticity added to the scene.

When a product is encountered via the audience in any media, it connects them with that particular product to some extent. The placement is connecting the audience with the product, and the actor or actress or the media itself is acting as the mediator. An intimated or perceived fact of realism is perhaps one of the primary vehicles by which companies can hope to transfer a message to the public by a placement.

Consequently, while exploring the answers to the questions: How are consumers accepting the product placement? How prominent is the influence of product placement to consumer behavior? Which factors do influence consumer behavior?

The study came out with a model that answers the questions based on the study. The study shows that product placement influences the consumer purchase decision in three phases as illustrated in figure 1.

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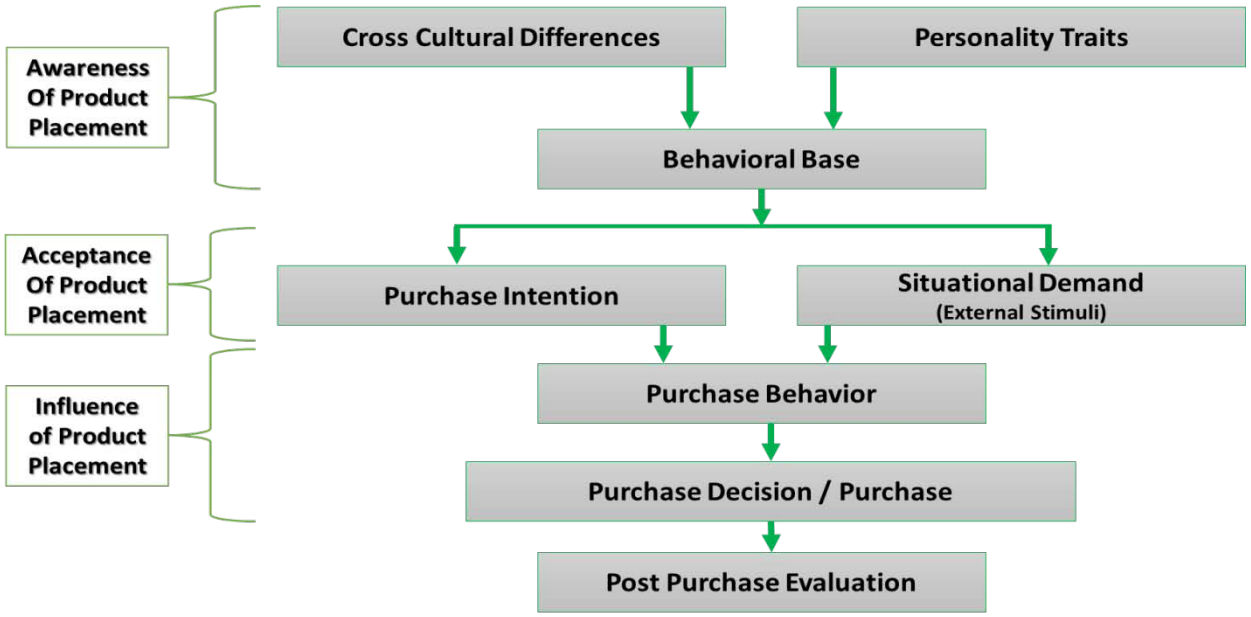


Figure 1

Evidence shows that consumer's behavioral base is built upon the cultural differences and unique personal traits of the individual consumer. In this phase, theconsumer accepts the product placement in different ways. Young consumer shows significant interest over the product placement, however, aged people accept it on the basis of subject and embedded content of the placed product in media. Personality trait includes the factors such age, education level, family, and gender. cross-cultural factors include the social values, norms, beliefs and surrounding environment of a consumer such as the social orientation of the consumer. According to the reasoned action theory, these factors interact with the product placement strategy and influence the self-views and decision-making process, resulting in the attitude toward the product placed.

Acceptance of placed products may develop the purchase intention of the consumer. However, these intentions are significantly influenced by the external stimulus or situational factors like availability of the product and price. These two factors influence the consumers to make the final purchase decision of products placed. The result indicates that product placement has a positive but insignificant influence over consumers' final purchase decision. However, this also depends on the placement efficiency of the consumer.

Finally, the study reveals significant compliance of the reasoned action theory which illustrates the acceptance of product placement and its influence toward consumer behavior, particularly purchase decision.

VI. Concluding Remarks

The recent movement of product placement has become very much involved with the modern marketing communication mix. Nowadays, many companies are advancing their products or brands via movies, television shows, movies, music videos, or even games as their media partner.

Another exceptional advantage of product placement is that it can hold the audience, as there is no break during commercial and it is a component of the vehicle. Consequently, audiences don't go to the trouble for surfing the channels. Therefore, product placement has the huge potentiality to connect the audience with a product/ service/ brand to gather exposure and mass promotion.

If the promoters consider the strengthening of a brand landscape, a long-term product placement might become handy for brand name recognition and serve as long-term reminder advertising. So, product placement should be considered as an integral part of the marketing plan along with the other techniques in the promotional mix. Furthermore, Product Placement is a form of advertising that catches viewers while their defenses are down, therefore, they are not as critical to the advertisement.

The results of the study found that consumer purchase decision is in overall not highly influenced via product placement. It should be noted that for the marketer's efforts to be successful in delivering messages that the target audience will understand and acknowledge, product placement can play a pivotal role in the case of movies and dramas, but not in the cases of other media tools, such as TV programs, print, and video games.

A repetition of advertisements, in combination with strategic product placement, will create a mnemonic cue in the mind of the consumer, which – in a favorable case – will lead to a top-of-mind awareness of

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the brand (Belch and Belch, 2004). Likewise, as the results of this study show, placement, in particular in movies, increases the level of brand awareness, brand familiarity, brand image, and purchase intentions.

An extension of this research for future investigation could be a deeper and more exclusive insight into the various media, such as a stronger focus on product placement of brands solely in television programs or solely in movies even in video games. Effects of product categories and specific brands might be considered in future research. Regulations on product placement and public policy issues could be discussed in future research. Future research could also focus on the effectiveness of combining tools such as event promotions and advertising campaigns. Finally, future research could also focus on consumer response to product placement changing over time and cultural differences. Cause and effect analysis and qualitative research also could be used in further research.

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Note :

"

- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
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"

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1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

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- Fundamental goal
- To the point depiction of the research
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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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