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La Valeur Perçue Du Microcrédit Comme Déterminant De La Satisfaction Des Clients Des Institutions De Microfinance: Une Etude Sur La Clientèle Des EMF Au Cameroun

By Tchingnabe Daniel & Vangvaidi Albert

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Abstract- The purpose of this article is to evaluate the perceived value of the microcredit offer as a major determinant of the satisfaction of clients of Microfinance Institutions in Cameroon. So, a study was conducted in the microfinance sector in Cameroon, with 367 EMF clients. The results obtained show that the perceived value of the microcredit offer, through its two dimensions, namely the perceived benefits derived from the use of the microcredit offer and the perceived costs of obtaining microcredit, plays a role major in the formation of customer satisfaction.

Keywords: satisfaction, perceived value, microcredit, microfinance, establishment of microfinance.

GJMBR-E Classification: JEL Code: M31

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Strictly as per the compliance and regulations of:

La Valeur Perçue Du Microcrédit Comme Déterminant De La Satisfaction Des Clients Des Institutions De Microfinance: Une Etude Sur La Clientèle Des EMF Au Cameroun

Tchingnabe Daniel [α] & Vangvaidi Albert [σ]

Résumé- L'objet de cet article est d'évaluer la valeur perçue de l'offre de microcrédit comme un déterminant majeur de la satisfaction des clients des Institutions de Microfinance au Cameroun. A cet effet, une étude a été menée dans le secteur de la microfinance au Cameroun, auprès de 367 clients des EMF. Il ressort des résultats obtenus que la valeur perçue de l'offre de microcrédit, à travers ses deux dimensions que sont les bénéfices perçus tirés de l'utilisation de l'offre de microcrédit et les coûts perçus consentis pour obtenir le microcrédit, joue un rôle majeur dans la formation de la satisfaction du client.

Motsclés: *satisfaction, valeur perçue, microcrédit, microfinance, etablissement de microfinance.*

Abstract- The purpose of this article is to evaluate the perceived value of the microcredit offer as a major determinant of the satisfaction of clients of Microfinance Institutions in Cameroon. So, a study was conducted in the microfinance sector in Cameroon, with 367 EMF clients. The results obtained show that the perceived value of the microcredit offer, through its two dimensions, namely the perceived benefits derived from the use of the microcredit offer and the perceived costs of obtaining microcredit, plays a role major in the formation of customer satisfaction.

Keywords: *satisfaction, perceived value, microcredit, microfinance, establishment of microfinance.*

I. Introduction

La littérature marketing consacrée à l'étude de la satisfaction du client permet d'appréhender le rôle moteur de la valeur perçue de l'offre de produit/service dans l'évaluation de la satisfaction du client (Evrard et al., 1996 ; Vanhamme, 2002 ; Giordano, 2006).

De plus en plus, les entreprises subissent l'influence de l'évolution des comportements des consommateurs qui se veulent davantage exigeants et très informés. Dans un tel contexte, la valeur de l'offre de produit/service et la satisfaction de la clientèle se présentent comme des instruments stratégiques et incontournables: pour être performantes, les entreprises ont l'obligation de proposer une offre de grande valeur à leur clientèle, laquelle influence la satisfaction de cette dernière (Dodds et al., 1991 ; Slater, 1997).

En effet, sous l'effet d'un accroissement de la concurrence qui exerce de très fortes pressions sur les entreprises, le secteur de services et plus précisément celui des services de (micro)finance est davantage marqué par une dépendance de l'offre par rapport à la demande et à ce titre, il constitue un champ privilégié d'analyse des interactions complexes entre l'offre et la demande. Ainsi, créer de la valeur pour le client devient un impératif stratégique et, la manière dont l'offre est perçue et surtout analysée va déterminer le niveau de satisfaction du client. C'est d'ailleurs dans cette optique qu'Eroglu et al. (2005) rapportent que la valeur perçue intrinsèque et extrinsèque a un effet positif sur la satisfaction du client. C'est aussi le cas Babin et Attaway (2000) qui, dans une approche empirique établissent la relation positive entre le comportement de fréquentation d'un individu et les différentes dimensions de la valeur perçue.

Au Cameroun, malgré le rôle social qu'il est sensé joué, l'importance accordée à la microfinance commerciale est de plus en plus croissante. Marqué par une forte concentration des EMF dans les zones urbaines, le développement de ce secteur d'activité a connu de nombreux avatars qui fort heureusement, ont été maitrisés grâce aux mesures d'assainissement du secteur dans les années 1990 (Creusot, 2006).En outre, concernant la méthodologie d'offre de microcrédit des Etablissements de Microfinance, celle-ci a été pendant longtemps influencée par l'application d'une politique uniforme pour l'ensemble des clients(Daubert, 2002).

Toutefois, vers la fin de la dernière décennie, une grande révolution s'est produite au sein de l'industrie de la microfinance Camerounaise et les EMF ont connu des véritables changements tant au niveau de leur organisation structurelle et fonctionnelle qu'au niveau des relations avec leurs marchés.

Pour ce qui concerne le marché, l'ampleur de la concurrence exerce des fortes pressions sur les EMF Camerounais qui se doivent de satisfaire et de fidéliser leurs clients actuels afin de pérenniser leurs activités. En effet, de plus en plus informés et exigeants, les clients

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recherchent de nouveaux produits (micro)financiers qui répondent à leurs attentes et, ces derniers peuvent choisir de quitter leur prestataire actuel en cas d'insatisfaction. Ainsi, dans un contexte fortement concurrentiel, les clients pratiquent ce pouvoir de choix avec une très grande constante. Plusieurs de ceux-ci abandonnent leur EMF pour en expérimenter un autre. Quant aux EMF, le niveau élevé d'abandon des clients les contraints à repenser leur offre afin de mieux satisfaire les besoins de leurs clients et garantir par conséquent leur rétention (Hulme, 1999 ; Brand et Gershick, 2000 ; Wright 2000).

Au regard de ces observations et de ces réflexions, l'objectif principal de cette communication est d'analyser la relation d'influence entre la valeur perçue de l'offre de microcrédit et la satisfaction des clients des EMF. Ainsi, nous posons la question centrale suivante : Quelle est l'influence de la valeur perçue de l'offre de microcrédit sur la satisfaction de la clientèle des établissements de microfinance ?

Trois principaux points structurent cette communication à savoir dans un premier temps, la présentation d'un cadre conceptuel de la satisfaction du client et de la valeur perçue. Ensuite, la présentation du modèle de la recherche et enfin, l'exposition de la méthodologie et des principaux résultats de l'étude.

II. Cadre Conceptuel

Nous présentons en premier lieu le concept de satisfaction du client dans un contexte d'offre de services ainsi que ses composantes. Ensuite nous présentons le concept de valeur perçue de l'offre de service et enfin, nous cernons la notion de valeur du service/produit dans les institutions de microfinance avant d'établir la relation entre la satisfaction du client et cette dernière.

– Le concept et les composantes de la satisfaction du client

Les prémices des études sur la satisfaction remontent dans les années 1970 et de nos jours, les articles publiés sont de plus en plus nombreux. En effet, une telle ardeur des chercheurs concernant ce construit montre qu'il ne s'agit plus d'un épiphénomène mais, d'une tendance qui caractérise la recherche dans le domaine du marketing et du comportement du consommateur. Ainsi, pour Mittal et Kamakura (2001) par exemple, la satisfaction du client est un concept clé du marketing au regard du rôle central qu'elle occupe dans la stratégie des entreprises et dans la littérature académique. Toutefois, même si conceptualiser la satisfaction n'est pas une tâche facile, il existe cependant certaines définitions qui ont acquis une grande notoriété ces dernières décennies. Ainsi, selon Bartikowski (1999), la satisfaction est le résultat d'un processus de comparaison psychique et complexe, la comparaison d'une valeur théorique avec une valeur

effective. Pour Vanhamme (2002), la satisfaction est un état psychologique qui résulte d'une expérience d'achat et/ou de consommation ; celle-ci étant relative, c'est-à-dire qu'elle se justifie par le fait que le sentiment de satisfaction serait le résultat de la comparaison entre l'expérience subjective vécue par le consommateur et un standard de comparaison (Evrard, 1993). De même, selon le modèle multi-attribut de la formation de la satisfaction, le consommateur considère un produit/service non pas comme un tout, mais comme une somme de bénéfices potentiels (Ray, 2001).

Concernant les composantes de la satisfaction du client, il faut relever avec Oliver (1980, 1977), que l'attribut cognitif de la satisfaction du consommateur se rapporte au niveau de la satisfaction ressenti par ce dernier, à la mesure de la concordance de l'attente préalable et de l'expérience de consommation réelle ou à l'évaluation sur l'état de gratification. En bref, l'attribut de la satisfaction de consommateur revient au sentiment de récompense vis-à-vis de l'attente du consommateur et de ses besoins. En outre, selon Anand et al. (1988), le jugement cognitif de l'individu sur la gratification accompagne de toute évidence, la réaction émotionnelle. Pour Westbrook et Oliver (1991), cette réaction émotionnelle résultant de la consommation, motive l'individu et influence réellement le jugement du consommateur. Tout compte fait, Il est judicieux de constater avec Jon-Dal-Park (2007) que la satisfaction du client est formée à la fois d'une gratification de l'attente et des besoins liée à l'aspect cognitif et d'une émotion de consommation liée à l'aspect émotionnel

– Le concept de valeur perçue de l'offre de service

L'un des aspects importants des recherches sur le concept de valeur de service est la transition de l'approche transactionnelle (qui explique la valeur perçue sous l'ange de la valeur d'échange) vers l'approche relationnelle des comportements (basée sur l'expérience de consommation ou valeur d'usage). Aussi, pour Holbrook (1999), l'évolution du concept de valeur vers la prise en compte de l'expérience de consommation est donc à associer au passage d'une réflexion essentiellement tournée vers une approche transactionnelle des comportements à une approche relationnelle où, la valeur est une notion individuelle, c'est-à-dire : qui varie selon les individus (subjective) et basée sur les expériences (comparative), qui résulte de l'évaluation d'un objet par un sujet (interactive) et liée aux particularités du contexte vécu par l'individu au moment de sa formation (situationnelle).Plusieurs chercheurs à l'instar de Bolton et Drew (1991), Holbrook (1994), Lai (1995), Richins (1994), Evrard et Aurier (1996), Zeithaml (1988) se sont également attelés à étudier et à définir la valeur perçue de service. La plupart de leurs études ont été axées particulièrement sur l'évaluation du consommateur, par rapport aux sacrifices de l'achat ou aux bénéfices. Ainsi, selon

Zeithaml (1988), la valeur perçue de service est le résultat d'une comparaison entre le bénéfice (suite à l'utilisation de service) et le coût d'investissement pour l'obtenir. En d'autres termes, la valeur perçue est une évaluation du consommateur sur le bénéfice et le coût d'un service qui a été déjà offert ou est en train d'être offert. Pour Bolton et Drew (1991), la valeur est un concept abstrait qui signifie d'une part, une récompense à l'égard d'un prix payé et d'autre part, ce qui est acheté au prix modéré. Partant de la logique que l'évaluation du consommateur concernant la valeur perçue de service influence le réachat, les auteurs prétendent que cette évaluation peut varier selon le coût monétaire/non monétaire, l'intérêt et les caractéristiques du consommateur (Jon-Dal-Park, 2006).

– La valeur du service/produit dans les institutions de microfinance

Les différents travaux conduits en marketing de services sur l'expérience de consommation (Holbrook 1994; Aurier et al., 2004) nous semblent indiqués pour décrire de façon générale les processus de valorisation de l'expérience des clients dans le secteur de la microfinance. Ainsi, en prenant en compte les travaux traitant de la valeur perçue à l'issue des expériences de consommation (Aurier et al., 2000; Holbrook, 1994; Richins, 1994) et les spécificités du secteur de la microfinance dans une approche marketing et commerciale, nous avons retenu dans le cadre de cette étude, les sources de valeur suivantes :

• *La valeur utilitaire*: la dimension fonctionnelle d'un produit/service financier est récurrente dans l'offre d'une EMF. En effet, dans son expérience de consommation d'un crédit obtenu de l'EMF, le client est en attente d'un ensemble de bénéfices résultant de l'utilisation de ce crédit : la réussite dans ses activités économiques, l'amélioration de sa situation financière ou de sa condition de vie, etc. Dans cette optique, la littérature permet de constater que la plupart des clients des EMF sollicitent le crédit, plus pour des besoins d'investissement (désir d'investir et de réussir dans une activité créatrice de richesse afin d'améliorer leur condition de vie) que pour des besoins sociaux.

• *La valeur cognitive (stimulation cognitive) et sacrifice intellectuel:* la valeur cognitive correspond à l'enrichissement des connaissances de l'individu (Jon-Dal-Park, 2006). Cette dimension apparaît très fortement dans l'expérience de service/produit de microfinance dont la valeur éducative est très reconnue. Les connaissances retirées de ce type d'expérience peuvent être de différentes natures: historique, financier, etc. Dans un tel contexte, la décision de demande d'un crédit par exemple, exige du client de l'EMF de mobiliser l'attention et les capacités cognitives pour interpréter la nature de l'offre. Dans cette optique, la complexité perçue

de cette dernière pourra être considérée comme un type de sacrifice perçu par le client de l'EMF.

• *La valeur de pratique sociale*: la présence du client dans un EMF est valorisée lorsque ce dernier vie une expérience donnée de service qui entoure l'offre de crédit avec le personnel en contact : attention, courtoisie, amabilité, disponibilité, etc. L'aspect social est alors important au même titre que l'obtention et l'utilisation du crédit.

• *La valeur de statut social:* l'expérience de consommation d'un service/produit financier peut apparaître pour le client de l'EMF, comme un moyen de se différencier, de prouver son appartenance à un groupe social.

• *Le sacrifice monétaire:* dans le domaine des services financiers, le taux d'intérêt et les garanties sont des variables très étudiées. Ces derniers représentent le prix monétaire que le client doit payer pour obtenir le crédit. A ce propos, on peut penser que le taux d'intérêt et les garanties de type monétaire sont des critères déterminants à l'analyse de la valeur perçue de l'offre de microcrédit.

• *Le sacrifice temporel:* en tant qu'activité relative à une opération financière, l'obtention d'un crédit va exiger du temps et nécessite donc un sacrifice temporel.

III. Modele de la Recherche

Maintenant que nous avons conceptualisé la satisfaction du client, la valeur perçue de l'offre de service et, appréhendé la valeur de l'offre de service/produit du point de vue de la microfinance, nous pouvons passer à l'élaboration et la justification théorique du modèle de la relation que nous établissons entre ces deux concepts.

Notre hypothèse principale est la suivante: *La valeur perçue de l'offre de microcrédit influence positivement la satisfaction duclient de l'EMF.*

Dans la littérature marketing, de nombreux travaux ont fait de la valeur leur centre d'intérêt. En effet, le concept de valeur trouve son importance non seulement dans les études sur le comportement d'achat du consommateur (Zeithaml, 1988 ; Day, 2002), mais aussi et surtout en marketing relationnel (Anderson et Narus, 1995). Concernant la valeur perçue, la définition proposée par Woodruff (1997) décrit celle-ci comme « une préférence et une évaluation faite par le client, des attributs du produit (ou de l'expérience), de ses performances et des conséquences de son utilisation (ou de son vécu), facilitant ou bloquant la réalisation des objectifs et des finalités que l'individu désire atteindre dans les situations d'usage».

D'après Reichheld (1996), la valeur perçue joue un rôle majeur dans le processus de construction de la satisfaction du client. Ce dernier affirme que la mesure

de la satisfaction du consommateur est généralement liée à celle de la valeur perçue. Allant dans ce sens, Vanhamme (2002) rapporte que la satisfaction du client est le résultat de la perception de la valeur perçue et, celle-ci se situe clairement en aval du processus de valorisation de la consommation d'un produit (ou d'un service). De même, Anderson et al. (1994) démontrent dans leurs différentes recherches dans plusieurs secteurs, l'influence directe de la valeur sur la satisfaction. Pour Woodruff (1996), la satisfaction du consommateur est étroitement liée à l'évaluation de ce dernier sur la valeur du produit/service. Cette affirmation se rapproche de celle de Parasuraman et al. (1988) qui maintiennent que la satisfaction du consommateur est élevée si la valeur perçue du produit/service est également élevée et inversement. La littérature sur la microfinance rapporte pour sa part que la satisfaction des clients des EMF est généralement liée à la valeur utilitaire, au lien social et/ou à l'expression de soi que les services de microfinance leurs procurent (Dugas-Iregui, 2007).

Notre hypothèse secondaire H.1.1. que nous cherchons à confirmer est la suivante: *Les bénéfices perçus tirés de l'utilisation du microcrédit influencent positivement la satisfaction du client de l'EMF.*

Dans une perspective relationnelle, les auteurs tels qu'Aurier et al.(2004), Tournois et Montebello (2001) et même Rivoire (2009) font le lien entre la valeur perçue et la satisfaction du client. Ainsi, dans leurs études, ces derniers postulent l'existence d'une relation entre les bénéfices tirés de la consommation ou de l'utilisation d'un produit/service et la satisfaction du consommateur. Dans un contexte d'offre de microcrédit, il nous semble possible que les bénéfices auxquels la clientèle peut

s'attendre sont ceux liés aux valeurs utilitaires et fonctionnelles du microcrédit obtenu voire aux valeurs émotionnelles et sociales.

Enfin, notre hypothèse secondaire H.1.2. est la suivante : *Les coûts consentis par le client pour obtenir le microcrédit influencent positivement la satisfaction de ce dernier.*

Plusieurs auteurs à l'instar de Kahlil (2011), d'Aurier et al. (2004), de Tournois et Montebello (2001) et même de Woodruff (1997) se sont intéressés à l'étude de la relation entre la satisfaction et la valeur perçue de l'offre de service/produit. En effet, pour ce dernier auteur, le comportement d'achat, la satisfaction et la fidélité du consommateur s'expliquent fondamentalement par la perception de la valeur que ce dernier accorde au produit/service ou à la marque. Abordant dans ce sens, Porter (1985) rapporte qu'une entreprise crée à travers son « offre » une valeur pour le client qui peut se traduire par une réduction des coûts financiers ou psychologiques. Pour Mévellec (2000), le prix représente dans une relation d'échange, la cristallisation de la valeur que les clients vont accepter et payer. Quant à Zeithaml (1988), la valeur est 'ce que l'on obtient pour le prix payé », c'est-à-dire, l'ensemble des sacrifices consentis par le client pour obtenir un produit/service qu'il juge adapté à ses attentes et qui génère sa satisfaction. Dans un contexte d'offre de microcrédit, ces sacrifices peuvent s'exprimer par le taux d'intérêt supporté par le client, les garanties exigés ainsi que les sacrifices psychologiques et temporels consentis pour obtenir le microcrédit.

Le modèle conceptuel que nous cherchons à confirmer est représenté dans la figure suivante:
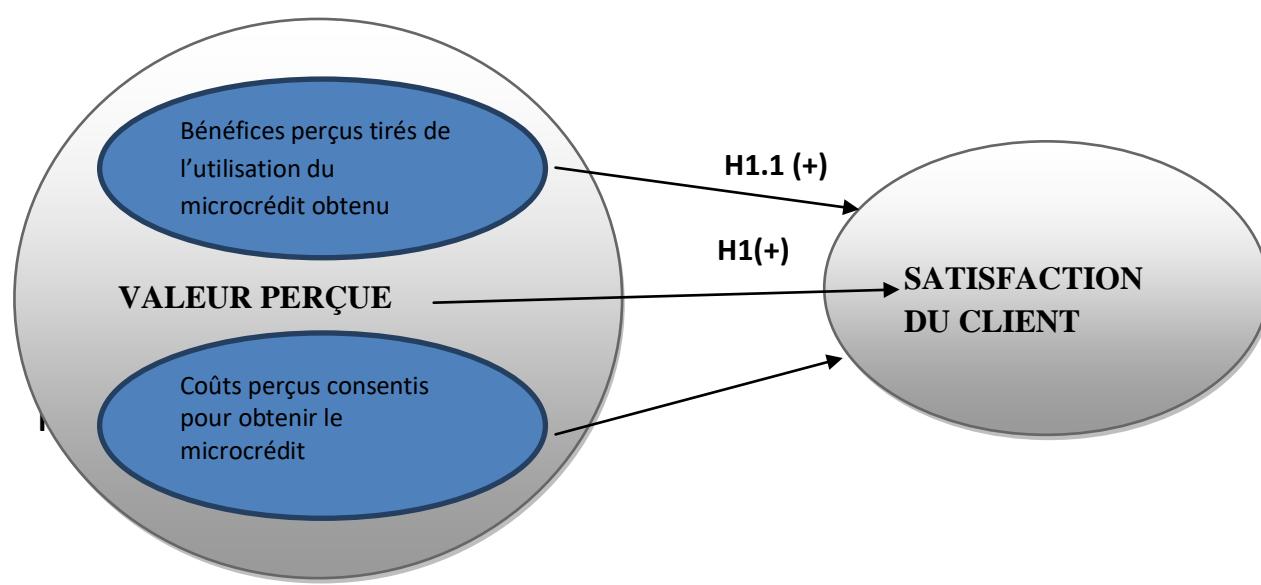
Figure 1: Modèle conceptuel de recherche

IV. Methodologie

– Collecte des données et instruments de mesure

Les données ont été collectées au Cameroun durant cinq (05) mois dans onze (11) villes du Cameroun abritant au moins un établissement de microfinance offrant des microcrédits aux personnes (clients) qui en sollicitent. Cette dernière s'est effectuée en deux temps : une partie sur le terrain à travers l'administration du questionnaire, s'est faite en face à face et une autre en auto-administré.

Concernant la mesure de la satisfaction du client de l'EMF à l'égard de l'offre de microcrédit, nous nous somme appuyé sur les recherches antérieures de Parasuraman et al. (1996), d'Anderson et Fornell (1994) ainsi que celles de Spreng et Mackoy (1996). Partant de cette base théorique, nous avons défini dans cette recherche dix (10) attributs de mesure de la satisfaction qui se rapportent d'une part à la gratification du client et, d'autre part, à l'émotion ressentie par ce dernier suite à une expérience donnée du microcrédit obtenu. Ainsi, les principaux critères d'évaluation de la gratification du client sont-ils entre autres : la réussite dans ses activités économiques, la garantie d'être à l'abri des pannes d'argent, son épanouissement social et financier effectif, l'amélioration de sa condition de vie et, son statut social. Pour ce qui est de l'émotion ressenti par le client de l'EMF, elle est évaluée dans cette recherche à travers son sentiment réel d'avoir fait bon usage du microcrédit obtenu tout en supportant utilement le taux d'intérêt, les garanties exigées, le délai de remboursement, etc.

Afin d'apprécier le niveau de satisfaction du client, nous nous sommes servi de « Likert » à cinq points où « 5 » signifie « pas du tout d'accord », et « 1 » signifie « Tout à fait d'accord». Il a été demandé à chaque enquêté d'indiquer son degré d'accord selon que sa gratification ou son émotion ressentie est plus ou moins réelle conformément à la description que donne l'item mesurant chaque attribut de la satisfaction.

De même, pour le cas de la mesure de la valeur perçue de l'offre de microcrédit, nous nous sommes appuyés sur les recherches antérieures d'Evrard et Aurier (1996), de Richins (1994) et de Passebois, (2002). Cette base théorique nous a permis de retenir 09 critères de mesure de cette variable se rapportant aux bénéfices perçus tirés de l'utilisation du microcrédit d'une part, et aux coûts perçus consentis pour obtenir ce dernier d'autre part. Ainsi, les principaux critères d'évaluation des bénéfices perçus sont-ils entre autres: la bonne évolution de l'activité économique du client, la bonne situation financière du client, la bonne situation sociale du client, la bonne condition de vie du client et un meilleur l'épanouissement social du client. Pour ce qui est des coûts perçus consentis, cette dimension est appréhendée à travers les différents sacrifices consentis par le client de l'EMF pour obtenir le microcrédit. Afin

d'évaluer l'opinion du client concernant la valeur de l'offre de microcrédit obtenu et « consommé », nous nous sommes servi de « Likert » à cinq points où « 5 » signifie « pas du tout d'accord », et « 1 » signifie « Tout à fait d'accord».

La méthode de sélection des répondants est la méthode non probabiliste et plus précisément la méthode de convenance. Ainsi, la prise en compte des critères pratiques, des circonstances, de la disponibilité et de la convenance des informations ont conditionné le choix des individus constituant l'échantillon. De même, compte tenu des incidences de la taille de l'échantillon sur les coûts de la recherche et sur la précision de résultats, un objectif de 350 répondants a été fixé. Dans cette optique, nous avons interrogé le plus grand nombre de personnes possible. Environ 420 questionnaires ont été distribués. 395 questionnaires ont été reçus, soit un taux de participation de l'ordre de 94,04%. Vingt-huit (28) questionnaires ont été retirés à cause d'un nombre très important de données manquantes. Au final, c'est 367 questionnaires que nous avons exploité pour l'analyse des données.

– Le traitement des données

Les données collectées ont été analysées à l'aide du logiciel SPSS (version 20) pour les analyses descriptives, les analyses factorielles exploratoires et les régressions linéaires. Relevons que l'examen de la littérature a conduit à établir le lien théorique entre la satisfaction et les dimensions de la valeur perçue de l'offre de microcrédit. Il s'agira à cet effet de construire un modèle qui permettra de tester les postulats théoriques extraits du cadre conceptuel présenté précédemment. Dans cette optique, nous pouvons établir le modèle de la recherche de la façon suivante:

$$Y = [a + b_1X_l + b_2X_2 + b_3X_3 + \dots + b_nX_n \dots] + \delta_i$$

Avec:

– Y qui représente la satisfaction, matérialisée par ses deux dimensions à savoir la gratification et l'émotion ressentie ;
– Xj qui représente les variables indépendantes (les bénéfices perçus tirés de l'utilisation du microcrédit et les coûts perçus consentis pour obtenir le microcrédit) ;
– bj les pentes de la variable explicative Xi, et δ_i, les résidus.

$j = 1.2.3 \dots p$ j=variables.,

D'où:

Gratification = bo + b1 (bénéfices perçus) + b2 (coûts perçus) + δ

et,

Emotion ressentie = bo + b1 (bénéfices perçus) + b2 (coûts perçus) + δ

V. Resultats

Analyses factorielles exploratoires
Elles sont relatives à l'analyse factorielle exploratoire de la satisfaction et celle de la valeur perçue.

✓ *L'analyse factorielle exploratoire de la satisfaction du client de l'EMF*

Afin de vérifier la validité des mesures, nous procédons à l'analyse factorielle exploratoire en composantes principales, après rotation varimax. Enfin, nous vérifions la fiabilité à travers l'alpha de Cronbach.

Dix items nous ont permis de mesurer la satisfaction. Pour ce qui est de l'adéquation de l'ACP par rapport aux données de l'échantillon, nous avons trouvé une valeur de KMO égale à 0,841 qui est satisfaisante. Le test de sphéricité de Bartlett donne une valeur de 2165, 891 au seuil de 0,000 et traduit le fait que la matrice des corrélations des items a une structure adéquate pour l'ACP, c'est-à-dire qu'elle n'est pas une matrice unitaire.

L'application de l'ACP à cette échelle de mesure permet de dégager deux facteurs suivant la règle de Kaiser des valeurs propres supérieures à 1 qui expliquent 67,787% de la variance totale de l'échantillon. Toutes les communalités des items sont supérieures à 0,5, de même tous les loadings[1] sont supérieurs à 0,5.

Le premier facteur (Fac 1_3) est composé de six items traduisant la gratification obtenu par le client de l'EMF suite à l'utilisation du microcrédit obtenu, laquelle s'explique par l'amélioration de la condition de vie du client (V_3.1), à l'épanouissement de ce dernier (V3_2), à son épanouissement social (V3_3), au fait qu'il est à l'abri des pannes d'argent(V3_4), à son statut social dans la société(V3_5) et à la réussite de ses activités économiques(V3_6). Nous l'avons baptisé cet axe « gratification du client ». La mesure de la cohérence interne des items de ce facteur a donné une valeur alpha de Cronbach de 0,883, considérée comme bonne.

Concernant le deuxième facteur (Fac2_3), il est composé de quatre (04) items qui traduisent l'émotion ressentie par le client de l'EMF, laquelle est expliquée par ailleurs par les critères relatifs à sa satisfaction d'avoir réussi à investir avec le microcrédit obtenu malgré le taux d'intérêt supporté (V3_7), à sa satisfaction d'avoir supporté tous les coûts pour obtenir le microcrédit(V3_8), à sa satisfaction d'avoir réussi à mettre sur pied un projet rentable malgré le délai de remboursement du prêt imposé par l'EMF et à sa satisfaction d'avoir réussi dans ses activités économiques malgré les garanties exigées (V3_10). Nous avons également nommé cet axe « émotion ressentie par le client ». La mesure de la cohérence interne des items de ce facteur a donné une valeur alpha de Cronbach de 0,878, considérée comme bonne.

Le tableau 3 suivant présente les résultats de l'analyse factorielle exploratoire et l'analyse de la fiabilité sur les items de la satisfaction du client.

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[1] C'est le coefficient de corrélation entre l'item (variable ou attribut) et l'axe factoriel ou composante principale auquel est lié cet item.

Tableau 3: Les résultats de l'analyse factorielle de la satisfaction (rotation VARIMAX)

Items	Fac1_3	Fac2_3	Communalité
Je suis satisfait du microcrédit obtenu car, il me permet d'améliorer ma condition de vie (V3_1)	0,854	0,147	0,751
Je suis satisfait du microcrédit obtenu, car grâce à lui, je me sens épanoui sur le plan financier(V3_2)	0,833	0,179	0,726
Je suis satisfait du microcrédit obtenu, car grâce à lui, je me sens maintenant épanoui sur le plan social(V3_3)	0,820	0,198	0,712
Je suis satisfait du microcrédit que j'obtiens me parce qu'il permet d'être à l'abri des pannes d'argent(V3_4)	0,738	0,156	0,569
Je suis satisfait du microcrédit obtenu car, grâce à lui, je suis devenu une personne importante(V3_5)	0,700	0,296	0,577
Je suis satisfait du microcrédit que j'obtiens parce qu'il me permet de réussir dans mes activités économiques(V3_6)	0,664	0,255	0,506
Je suis satisfait du microcrédit car, quel que soit le taux d'intérêt payé, le plus important c'est d'avoir investi avec ce dernier(V3_7)	0,206	0,850	0,765
Je suis satisfait du microcrédit obtenu malgré tous les sacrifices supportés(V3_8)	0,138	0,838	0,721
Je suis satisfait du microcrédit, car quel que soit le délai de remboursement imposé par l'EMF, le plus important c'est avoir réalisé un projet rentable avec ce dernier(V3_9)	0,273	0,811	0,733
Je suis satisfait du microcrédit car, quel que soit les garanties exigées, le plus important est d'avoir réussi dans mes activités économiques avec ce dernier(V3_10)	0,247	0,811	0,719
Valeur propre	5,073	1,706	
% des variances	50,728	17,059	
% variance expliquée Cumulée	50,728	67,787	
Alpha de Cronbach	0,883	0,878	

Source : nos données

✓ *L'analyse factorielle exploratoire de la valeur perçue de l'offre de microcrédit*

Le concept de valeur perçue est appréhendée par une batterie de neuf (09) items ayant servi à la réalisation de l'analyse en composantes principales.

Pour ce qui est de l'adéquation de l'ACP par rapport aux données de l'échantillon, nous avons trouvé une valeur de KMO égale à 0,911 qui est satisfaisante. De même, le test de sphéricité de Bartlett donne une valeur de 3345,006 au seuil de 0,000 et traduit le fait que la matrice des corrélations des items a une structure adéquate pour l'ACP, c'est-à-dire qu'elle n'est pas une matrice unitaire.

En outre, l'application de l'ACP à cette échelle de mesure permet de dégager deux facteurs suivant la règle de Kaiser des valeurs propres supérieures à 1 qui expliquent 77,120% de la variance totale de l'échantillon. Toutes les communalités des items sont supérieures à 0,5, de même tous les loadings sont supérieurs à 0,5.

Le premier facteur (Fac 1_2) est composé de 05 items renvoyant aux bénéfices que le client de l'EMF tire de l'utilisant du microcrédit obtenu, lesquels sont relatifs aux critères liés à la bonne condition de vie du client (V_2.1), à sa bonne situation financière (V_2.2), à la bonne évolution de son activité économique (V_2.3), à l'effectivité de son épanouissement social (V_2.4) et à sa bonne situation dans la société (V_2.5). Nous avons appelé cet axe « bénéfices perçus tirés de l'utilisation du microcrédit ». La mesure de la cohérence interne des items de ce facteur a donné une valeur alpha de Cronbach de 0,932 considérée comme très bonne.

Le deuxième facteur (Fac2_2) quant à lui est composé de quatre (04) items traduisant les sacrifices que le client consent pour obtenir le microcrédit auprès de l'EMF, à savoir : les garanties exigées pour d'obtenir le microcrédit (V_2.6), le taux d'intérêt supporté par le client de l'EMF (V_2.7), les sacrifices consentis pour obtenir le microcrédit (V_2.8) et le délai de remboursement du microcrédit (V_2.9). Nous avons baptisé cet axe « coûts consentis pour obtenir le microcrédit ». Enfin, la mesure de la cohérence interne des items de ce facteur nous a donné une valeur alpha de Cronbach de 0,891 considérée comme bonne. Le tableau 4 suivant présente les résultats de l'analyse factorielle exploratoire et l'analyse de la fiabilité sur les items de la satisfaction du client.

Tableau 4: Les résultats de l'analyse factorielle sur les items de la valeur perçue de l'offre de microcrédit (rotation VARIMAX)

Items	Fac1_1	Fac2_1	Communalité
– Ma condition de vie actuelle est bonne (V_2.1)	0,834		0,762
– Ma situation financière actuelle est bonne (V_2.2)	0,830		0,743
– L'évolution de mon activité économique est bonne (V_2.3)	0,822		0,757
– Mon épanouissement social est effectif (V_2.4)	0,788		0,798
– Ma situation actuelle dans la société est bonne (V_2.5)	0,804		0,797
– Les garanties qu'on m'a exigé avant d'obtenir le crédit sont raisonnables (V_2.6)		0,883	0,835
– Le taux d'intérêt que j'ai dû supporter pour obtenir le crédit est acceptable (V_2.7)		0,827	0,785
– Les sacrifices consentis pour obtenir le crédit sont acceptables. (V_2.8)		0,807	0,785
– Le temps qu'on m'a donné pour rembourser le crédit est raisonnable (V_2.9)		0,622	0,682
Valeur propre	6,632	1,080	
% des variances	66,320	10,80	
% variance expliquée Cumulée	66,320	77,120	
Alpha de Cronbach	0,932	0,891	

Source: nos données

Test de la relation entre la satisfaction du client de l'EMF et la valeur perçue de l'offre de microcrédit

Cette communication a pour objectif d'analyser l'influence de la valeur perçue de l'offre de microcrédit sur la satisfaction de la clientèle de l'EMF. Ainsi, la variable expliquée est la satisfaction. Elle nous a donné à l'issue de l'analyse en composantes principales deux facteurs à savoir la gratification du client et l'émotion ressentie par le client. La valeur perçue est la variable explicative. La factorisation de cette variable a permis obtenir deux composantes : les bénéfices perçus et le coût perçu. Ainsi, le test de la relation entre ces deux variables se fera à l'aide des séries de régressions linéaires multiples. Mais, avant cela, nous allons d'abord effectuer une analyse de corrélation.

– *Présentation des résultats de l'analyse de la relation entre la gratification du client de l'EMF et valeur perçue de l'offre de microcrédit*

La gratification matérialise ici la première dimension de la satisfaction. Ainsi, la gratification représente la variable expliquée tandis que la valeur perçue (les bénéfices perçus tirés de l'utilisation du microcrédit et les coûts perçus consentis pour obtenir le microcrédit) représente la variable explicative. Il sera donc question d'examiner d'abord l'existence d'une relation et ensuite, nous allons réaliser le test de régression linéaire multiple entre ces différentes variables.

✓ *Analyse de la corrélation entre la valeur perçue de l'offre de microcrédit et la gratification du client de l'EMF*

Comme nous l'avons montré dans l'analyse factorielle, la gratification est une dimension de la satisfaction et est représentée par la composante principale (Fac1_3) dans la suite de nos analyses. Nous allons rechercher les corrélations entre cette variable et les différents aspects de la valeur perçue de l'offre de microcrédit à savoir les bénéfices perçus tirés de l'utilisation du microcrédit (Fac1_2) et les coûts perçus consentis pour obtenir le microcrédit (Fac2_2). Les données de cette analyse des corrélations sont fournies dans le tableau 5 ci-dessous.

Tableau 5: Corrélations de Pearson entre et la valeur perçue de l'offre de microcrédit et la gratification du client.

Gratification	Bénéfices perçus tirés de l'utilisation du microcrédit (Fac1_2)	Coûts perçus consentis pour obtenir le microcrédit (Fac2_2)
Gratification (Fac1_3)	0,669[**]	0,558[**]

**p=0,000

Source : nos données

En observant les résultats de ce tableau, on constate qu'il existe des coefficients de corrélation significatifs entre les aspects de la valeur perçue de l'offre de microcrédit et la gratification du client. En outre, ces coefficients de corrélation sont élevés et sont significativement différents de zéro au seuil de 0,000.

✓ *Test de régression linéaire de la relation entre la valeur perçue de l'offre de microcrédit et la gratification du client de l'EMF*

Le test de régression linéaire multiple de la relation entre la valeur perçue de l'offre de microcrédit et la gratification du client est satisfaisant comme on peut le constater par la lecture du tableau 6 ci-dessous.

Tableau 6: Relation entre la gratification, la qualité perçue et la valeur perçue de l'offre de microcrédit

	B	T	Signification de F	R	R²	R²ajusté	F	Signification de F
Constante	-0,01	-0,027						
Bénéfices perçus tirés de l'utilisation du microcrédit (FAC1_2)	0,489	10,102	0,000	0,697	0,486	0,480	85,103	0,000
Coûts consentis pour obtenir le microcrédit (FAC2_2)	0,139	2,315	0,021					

Source: nos données

Le coefficient de détermination du modèle de régression linéaire donne une valeur de 0,697 qui est nettement satisfaisante, puisque supérieure à $0,5^2$. Il est confirmé par le test de la robustesse du modèle dans la mesure où la valeur F est égale à 85,103 et est significative au seuil de 0,000 pour 4 et 360 degré de liberté.

Le modèle de régression entre la gratification et les dimensions de la valeur perçue de l'offre de microcrédit saisie par les variables « bénéfices perçus tirés de l'utilisation du microcrédit » (FAC1_2) et « coûts perçus consentis » (FAC2_2) se présente de la façon suivante:

$$(1)\ Gratification = -0,01 + 0,489\ Bénéfices\ perçus + 0,139\ Coûts\ consentis + \varepsilon$$
$$(0,027)\qquad\qquad (10,102)\qquad\qquad (2,315)$$

Comme on peut s'en apercevoir, les différents coefficients de régression des variables : bénéfices perçus et coûts consentis ont une valeur (t) de Student supérieure à 10,102 et 2,315 respectivement. De plus, ces coefficients de régression sont significativement différents de zéro. En fait, le test de la valeur de « t » du coefficient de régression des dimensions« bénéfices perçus tirés de l'utilisation du microcrédit et des coûts consentis pour obtenir le microcrédit » sont significatifs aux seuils de 0, 000 et de 0,021 respectivement. De ces deux dimensions de la valeur perçue de l'offre de microcrédit, les bénéfices perçus tirés de l'utilisation du microcrédit (β =0,489 ; p= 0,000) contribue le plus à l'explication de la gratification du client par rapport aux coûts perçus consentis pour obtenir le microcrédit (β

=0,139 ; p= 0,021). On peut donc conclure que la gratification du client de l'EMF est une fonction linéaire positive des bénéfices perçus tirés de l'utilisation du microcrédit et des coûts consentis pour obtenir le microcrédit.

– Présentation des résultats de l'analyse de la relation entre l'émotion ressentie, la qualité perçue et valeur perçue.

L'émotion ressentie par le client matérialise ici la deuxième dimension de la satisfaction. Ainsi, elle représente la variable expliquée. La valeur perçue (matérialisée par les bénéfices perçus tirés de l'utilisation du microcrédit et les coûts perçus pour obtenir le microcrédit) sont les variables explicatives. Tout comme pour le cas précédent, il sera question d'examiner d'abord l'existence d'une relation avant de réaliser le test de régression linéaire multiple entre ces différentes variables.

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[2] En effet, la valeur du coefficient de détermination est comprise entre 0 et 1. Elle doit être très proche de 1. Mais on estime dans la plupart de cas qu'une valeur supérieure à 0,5 est satisfaisante.

✓ *Analyse de la corrélation entre la qualité perçue de l'offre de microcrédit, la valeur perçue de l'offre de microcrédit et l'émotion ressentie par le client de l'EMF*

Comme nous l'avons également montré dans l'analyse factorielle, l'émotion ressentie est la seconde dimension de la satisfaction et est représentée par la composante principale (Fac2_3) dans la suite de nos analyses. Il convient donc de rechercher les corrélations entre cette variable et les différents aspects de la valeur perçue de l'offre de microcrédit. Les données de cette analyse des corrélations sont fournies dans le tableau 7 ci-dessous.

Tableau 7: Corrélations de Pearson entre la qualité perçue de l'offre de microcrédit, la valeur perçue de l'offre de microcrédit et l'émotion ressentie par le client.

Emotion ressentie	Bénéfices perçus tirés de l'utilisation du microcrédit (Fac1_2)	Coûts perçus consentis pour obtenir le microcrédit (Fac2_2)
Emotion ressentie (Fac2_3)	0,568[**]	0,635[**]

[**]p=0,000
Source: nos données

Comme on peut le constater, il existe des coefficients de corrélation significatifs entre les aspects de valeur perçue de l'offre de microcrédit et l'émotion ressentie par le client. De plus, ces coefficients de corrélation sont élevés et sont significativement différents de zéro au seuil de 0,000.

✓ Test de régression linéaire de la relation entre la valeur perçue de l'offre de microcrédit et l'émotion ressentie par le client de l'EMF

Le test de régression linéaire multiple de la relation entre la valeur perçue de l'offre de microcrédit et l'émotion ressentie est également satisfaisant comme on peut le constater par la lecture du tableau 8 ci-dessous.

Tableau 8: Relation entre l'émotion ressentie, la qualité perçue et la valeur perçue de l'offre de microcrédit

	B	**T**	Signification de F	R	R²	R² ajusté	F	Signification de F
Constante	0,000	0,004	0,997					
Bénéfices perçus tirés de l'utilisation du microcrédit (FAC1_2)	0,122	2,033	0,043					
Coûts consentis pour obtenir le microcrédit (FAC2_2)	0,325	4,393	0,000	0,463	0,215	0,206	24,603	0,000

Source: nos données

Le coefficient de détermination ou « R Square » (R²) du modèle de régression linéaire donne une valeur de 0,215 qui est acceptable. Il est confirmé par le test de la robustesse du modèle dans la mesure où la valeur F est égale à 24,603 et est significative au seuil de 0,000 pour 4 et 360 degré de liberté. Le modèle de régression entre l'émotion ressentie par le client de l'EMF et les dimensions de la valeur perçue de l'offre de microcrédit saisie par les variables « bénéfices perçus tirés de l'utilisation du microcrédit » (FAC1_2) et « coûts perçus consentis » (FAC2_2) se présente de la façon suivante:

(2) Emotion ressentie = 0,00 + 0,122 Bénéfices perçus + 0,325 Coûts consentis +ε

(0,004)   (2,033)   (4,393)

Comme l'équation (2) le montre, tous les coefficients de régression des variables : bénéfices perçus et coûts consentis ont une valeur (t) de Student supérieure à 1,96. De plus, le test de la valeur de « t » du coefficient de régression de la variable dite « bénéfices perçus tirés de l'utilisation de l'offre de microcrédit » est significatif au seuil de 0,043 et celui des coûts consentis pour obtenir le microcrédit est significatif au seuil de 0,000. De ces deux variables explicatives, celles qui contribuent le plus à l'explication de l'émotion ressentie est« les coûtsperçus consentis (β =0,325 ; p= 0,000). Dans cette optique, on peut donc affirmer que l'émotion ressentie par le client est une fonction linéaire positive des coûts perçus consentis et des bénéfices perçus tirés de l'utilisation du microcrédit.

De tout ce qui précède, nous pouvons conclure que les hypothèses secondaires H.1.1 et H.1.2 sont vérifiées,car quelles que soient les dimensions de la satisfaction du client pris en compte dans le test de la régression multiple, on note une relation linéaire statistiquement significative entre ces dernières et les différentes dimensions de la valeur perçue. En conclusion, notre hypothèse principale relative à l'influence positive de la valeur perçue sur la satisfaction (H1) est confirmée.

La validation de la relation entre la valeur perçue de l'offre de microcrédit et la satisfaction du client représente un enjeu théorique et managérial très important pour cette recherche. En effet, ce lien a été déjà confirmé par de nombreux auteurs comme Dodds et al. (1991), Fornell et al. (1996) ainsi qu'Aurier et al. (2004), dans d'autres contextes de recherche et même très récemment, dans le cadre de services bancaires par Khalil (2011).

Selon les résultats du test, il s'est avéré que les deux variables que nous avons sélectionné pour opérationnaliser la valeur perçue à savoir les bénéfices perçus tirés des expériences de microcrédit et les coûts perçus consentis pour obtenir le microcrédit ont une influence significative sur la satisfaction de la clientèle des EMF.

Relevons que l'évaluation de la satisfaction du client, sous l'influence de la valeur perçue de l'offre de microcrédit peut s'expliquer par l'approche multi-attributs de la satisfaction. En effet, dans le cadre de cette étude, nous estimons que la satisfaction du client de l'EMF est influencée par des facteurs tels que la bonne évolution de ses activités économiques, l'amélioration de sa condition de vie, son épanouissement social et même sa bonne position ou situation sociale; lesquels représentent respectivement les bénéfices fonctionnels, les bénéfices sociaux et les bénéfices conditionnels (ou situationnels) tirés de l'utilisation du microcrédit (Sheth et al., 1991). De

même, la satisfaction est influencée par le temps donné au client pour rembourser le microcrédit, les garanties exigées par l'établissement de microcrédit/microfinance et enfin le taux d'intérêt sur le microcrédit ; lesquels représentent l'ensemble des sacrifices monétaires et non monétaires (Aurier et al., 2004),engagés durant le processus d'achat et d'utilisation du microcrédit.

VI. Conclusion et Implications Manageriales

Cette recherche avait pour objectif principal d'analyser la valeur perçue de l'offre de microcrédit comme un déterminant de la satisfaction du client de l'EMF. En adoptant l'approche quantitative, nous avons alors choisi de tester empiriquement le modèle théorique et les hypothèses associées à cette recherche, avec comme champ d'étude, le secteur de la microfinance au Cameroun. L'étude empirique quantitative que nous avons conduite auprès de 367 individus (tous clients d'un EMF et ayant au moins une fois, obtenu et utilisé le microcrédit) nous a permis de valider l'importance du rôle de la valeur perçue de l'offre de microcrédit dans l'analyse de la satisfaction de la clientèle des « microcrédits ». En effet, les bénéfices perçus tirés de l'utilisation du microcrédit ainsi que les coûts perçus consentis pour obtenir le microcrédit sont les dimensions confirmées de la valeur perçue de l'offre de microcrédit qui influencent la satisfaction de la clientèle des EMF.

A l'issue de cette étude, on peut souligner que la manière la plus naturelle pour les EMF de satisfaire leur clientèle est de créer la valeur autour de l'offre de microcrédit. Pour y parvenir, ceux-ci doivent prendre en compte les différentes dimensions de la valeur, lesquelles ont été validées comme déterminantes dans l'évaluation de la satisfaction du client. En outre, de nombreuses pistes de recherche restent à explorer et de plus amples investigations sont nécessaires pour assurer la généralisation des résultats et dépasser certaines limites. D'ailleurs, la non intégration des variables socio-professionnelles dans le modèle conceptuel de recherche, afin d'analyser leur effet modérateur dans la relation entre la valeur perçue de l'offre de microcrédit et la satisfaction du client de l'EMF constitue une limite qui peut faire office de voie de recherches futures.

Pour conclure, cette recherche met en évidence l'impérieuse nécessité de repréciser les contours théoriques des concepts de la valeur de l'offre et de la satisfaction du client face à l'évolution du marketing caractérisée par le remplacement du paradigme de la relation à celui de la transaction. Cette recherche aura donné une preuve de l'importance d'une plus grande

attention aux attentes et besoins de la clientèle en ce qui concerne l'offre de microcrédit dans le but de mieux satisfaire cette dernière.

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Social Media as an Effective Tool to Promote Business- An Empirical Study

By Dr. Moloy Ghoshal

Abstract- In a rapidly changing era, entrepreneurs, as well as marketers, need to be up to date with the change in the business environment or they may have to face the risk of being obsolete. Days are long past when a conventional business model used to grow fast and get success. In the era of Facebook, WhatsApp, Twitter, and Instagram, social marketing has evolved as an integral part of marketing strategy. It is all most impossible to think of a marketing strategy without taking into account the importance of social media. Adopting some form of online promotion through social media has become essential for all business houses. In an industry where trends are changing in faster than light, adoption of social network marketing is very vital for companies to survive in that race.

In this paper, the researcher has tried to find out the importance and effectiveness of social media as a marketing and promotional tool. An attempt has been made to analyze the extent of influence of social media as a buying decision maker. The paper also tries to find out the role of gender biases. The gap between the customer's expectation and social media performance is also attempted to find out.

Keywords: brand loyalty; promotional tool; marketing strategy; social media marketing (SMM); social networking site; social media; online branding.

GJMBR-E Classification: JEL Code: M37

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Strictly as per the compliance and regulations of:

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Abstract- In a rapidly changing era, entrepreneurs, as well as marketers, need to be up to date with the change in the business environment or they may have to face the risk of being obsolete. Days are long past when a conventional business model used to grow fast and get success. In the era of Facebook, WhatsApp, Twitter, and Instagram, social marketing has evolved as an integral part of marketing strategy. It is all most impossible to think of a marketing strategy without taking into account the importance of social media. Adopting some form of online promotion through social media has become essential for all business houses. In an industry where trends are changing in faster than light, adoption of social network marketing is very vital for companies to survive in that race.

In this paper, the researcher has tried to find out the importance and effectiveness of social media as a marketing and promotional tool. An attempt has been made to analyze the extent of influence of social media as a buying decision maker. The paper also tries to find out the role of gender biases. The gap between the customer's expectation and social media performance is also attempted to find out. At the end, strategies have been recommended by the researcher for maximizing the effectiveness of social media as a promotional tool.

Keywords: brand loyalty; promotional tool; marketing strategy; social media marketing (SMM); social networking site; social media; online branding.

I. Introduction

After the liberalization in Indian Economy Policy, in 1991, we, as customers experienced a radical change in our daily life, as well as in market place. The introduction of MNCs, along with their world-class products, with a very competitive price; the living standard of common Indian has raised a lot. The introduction of modern computers, laptop, tablet, internet, e-commerce, and m-commerce has had a tremendous impact on how business operates and promotes.

As more and more new technologies are available, businesses houses willing to adopt them will gain big leverage over its competitor. Companies like, Microsoft, eBay, Amazon, Facebook, Google are ruling the world because they have adopted the changes in technology keeping in view of customer's expectations and conveniences.

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Along with the evolution of IT-based companies, social media has become one of the most booming sectors where youth are the major users and followers of such media. Social Media Marketing (SMM) has become the hottest medium of promotion for most of the companies irrespective of the private sector or public sector. Most of the entrepreneurs micro or small, medium or big, are using social media for promotion as well as for lead generation. Entrepreneurs have realized the power of social media and its role in building brand image and customer relationship.

Human, by birth, is social in nature and collection & sharing of information is a part of his life style. Technology has removed the physical distance barrier and made it very quick and easy to connect with people living different part of the nation or even in the world. With the help of social network sites, it is easy to stay in touch with old friends and relatives, living in a distanced place. Social media marketers have understood this fact and are focusing on this business strategy to reap profit by exploiting this new platform.

With time, the lives of people are becoming more and more dependent on technologies even for their basic communication. Now a day social networking sites are affecting our daily life considerably, and are commanding major portion of time in our daily life. Facebook, twitter, LinkedIn, Instagram, are influencing our thinking process, socialization, and leisure time. What is more shocking and astonishing is that the youth of today are spending even more than ten hours on social networking sites. They prefer to watch advertising and product promotion on different social network sites on their Smartphone rather than on conventional television.

Customers, these days are more information-savvy about a product or service, before they make a purchase decision. Features like users review, expert opinion, peer review, critic's opinion in network sites are becoming more influencing factors in decision making rather than conventional advertising and sales promotion. Now a day, the customer has the power to talk about a brand and post his opinion about the product and service on the company's web page and social media also. Therefore companies have no choice but to accept the influence of social marketing and handle them with special care and respect.

Due to such a tremendous influence on customers' purchase decision making, every business

now days needs to leverage proper social media channel in the best possible ways. By giving your business brand a social media touch, you not only generate more profit but also connect with new customers better and serve them on a higher level. It makes digital marketing easier.

The tremendous growth rate of social media and galloping increase in users on social media on a mobile device is encouraging companies to use Facebook, twitter, instagram, LinkedIn, YouTube, and Google+ for advertising and promoting their products and services.

II. Literature Review

Kalpana and Haenlein, (2010), defined social media, as a group of internet based applications that build on ideological and technological foundation of web 2.0 and allow the creation and exchange of user generation content.

O. Reilly, (2005) defined social media as; "social media is a broad term which describes software tools to create user-generated content that can be shared."

How well consumers perceived the effectiveness of social media can be measured by a feature known as Customers' Sentiment towards Marketing (CSM). CMS is a concept that refers to the general feeling of customers towards marketing and market place (Lawson et al. 2001 as cited by Mady, 2011).

Basher et al. (2012) in their empirical research, based on Delhi and NCR, concluded that social marketing as a promotional tool, will be effective only if it will provide concrete and timely information wanted by the customers with an aim to bridge the gap between expectation and reality.

Mady (2011) discussed the importance of customer's perception on overall marketing activities regardless of their active participation in consumption. He also explained the process of adoption towards innovation; according to him; it is a tool that provides information about customer's readiness towards acceptance of new technology.

Perceive fit is another factor that marketers can consider for social media shopping. It is the degree of similarity between an existing product with it's extended new version, affiliated to a recognized brand, (Del Vecchio & Smith as cited by Cha, 2009).

Now a day's social media is not a mere platform to stay connected with friends, peers, and family but it has become a strong medium of promotion for companies. In this platform consumers learn more about their preferred companies; their products and services.

Marketers and retailers should utilize these sites more effectively, and professionally as a media to reach their customers and provide a new experience of shopping.

The technology related development like the introduction of powerful search engine, Smartphone, different user-friendly apps, availability of high-speed internet with reasonable or very low price, social network medium has extended marketers ability to reach shoppers through new touch points, (Shankar et al. 2011).

Word of Mouth (WOM) marketing is another term used by the marketer to promote a product. It is an un-paid form of publicity where users of the product are the campaigner of the company. Castronovo and Huang (2012) in their study on alternative marketing communication discussed the importance of social media and word of mouth communication as an integral part of integrated marketing communication.

Perceive fit is another factor that marketers can consider for social media shopping. It is the amount of similarity between an existing product and an extended product category affiliated with a brand (Del Vecchio &Smith as cited by Cha, 2009).

Aaker & Keller (1990), stated that perceived fit is, the extend of consumers perception towards a new version of an existing product and its consistency with the old one.

a) Virtual Brand Community (VBC)

A brand community is a specialized non-geographical community based on a structured set of social relationships among admirers of a brand, (Royo-Vella, Casamassima, 2011).

Muniz and O, Guinn, cited by Georgi and Mink, 2012, described VBC as an aggregation of consumers that occurs on the internet as because of their interest in some brand or product.

According to Gasol, Favian, and Guinaliu, 2008; a brand community is a group of people who share the same interest in a particular brand or product.

Muniz & Jensen, (2007) described VBC as a site of complex brand meaning, creation and consumption efforts.

Gasol, Favian, and Guinaliu (2008) founded that members of VBC who are very active in this group and have a positive experience are more loyal toward a brand as compared to others.

Cha, (2009), concluded that security is a major reasons concerned by customers to express their opinion towards social network sites, therefore, impacting trust in such media.

b) Consumers Attitude/ Motives

These days, it is most vital for entrepreneurs and distributors to focus on the factors that build customers attitude; as on social media, customers are

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actively creating contents about a brand, something previously controlled solely by the company, (Heinonen, 2011).

Chu, (2011), examined the link between Facebook brand related group participation, responses towards advertising, psychological factors of self-disclosure and attitude amongst members and nonmembers of different social media groups. He concluded that those who are active members to a particulars group have a more favorable attitude towards social media and advertisements on this media.

Cox, (2010) has found the correlation between attitude and age. Based on his finding he concluded that people fall in the age bracket of 18-24, are more attracted and active in blogs, videos on social media like YouTube, Facebook, Snap deal, Instagram; as they find it most eye- catching.

With ever increasing development of social media and the subsequent advantages that come with it such as vast reach, low cost, and high communication efficiency, companies of all size have been hiring marketers who are very eager to learn about, create, and facilitate virtual brand communities. LaRoche, Habibi, Richard, and Sankarnarayanan, (2012) listed several other reasons behind such interest in virtual brand communities: the rapid dissemination of information, influencing customers evaluation, learning customers perception of new products and most importantly gaining a holy grail of loyal customer.

c) User-generated Content

Consumers now a day play an increasingly active and important role in the marketing cycle. Photo editing apps such as camera +, and VSCO, enable everyday people to produce and post high-quality images to the internet. User-generated content, also known as UGC, is a rich resource waiting to be tapped into by the business.

According to Gonzalez, (2010) social media provides never- ending avenue for communication; it is the individual who serves as the influencer, not the technology. According to Kaplan and Haenlein, 2010, UGC describes the sum of all ways in which people make use of social media, and usually applied to describe the various forms of media content that are publically available and created by end users.

d) Viral Advertising

Viral advertising or viral marketing is a more popular business strategy that uses the social network to promote their products. According to Poter and Allen, cited by Chu, 2011, viral advertising is an unpaid peer to peer communication about a product using the internet to influence the targeted customers.

Just like a virus spreads from one person to another, viral marketing is circulated by companies through social networking sites as a medium, and in most of the cases, sponsored by the companies.

Bampo et al, (2008), in their finding confirmed that social network marketing plays a critical role in spreading a viral message.

Bajpai and Pandey (2012) examined how viral marketing put its mark as a new concept of product promotion and concluded that it is in the stage of infancy and marketers still have to learn a lot to make it more effective.

e) Objectives of the Study

1. To examine whether there exists any role of gender in attitude building, perception creation, and purchase decision making based on social media advertising.
2. To study the gap between consumer's perception about social media and its performance to meet the expectation.
3. To suggest strategies to fill the gap between customers expectation, and the performance of social media.

f) Formulation of Hypothesis

Keeping in view the objectives of the study, the following hypotheses were formulated:

H_01: There is a significant difference in attitude between male and female towards social media advertisement.

H_A1: There is no significant difference in attitude between male and female towards social media advertisement.

H_02: There is a significant difference in perception of advertisement utility in social media between male and female.

H_A2: There is no significant difference in perception of advertisement utility in social media between male and female.

H_03: There is a significant difference between social media performance and the expectation of consumers, in promotion of brand of consumer's durable and luxury products.

H_A3: There is no significant difference between social media performance and the expectation of consumers in promotion of brand of consumer's durable and luxury products.

$Ho4$: There is a significant difference between male and female in decision making related to their purchase either FMCG, Consumers' durable, apparel, and luxury products through social media.

H_A4: There is no significant difference between male and female in decision making related to their purchase either FMCG, Consumers' durable, apparel, and luxury products through social media.

III. Research Methodology

A descriptive research methodology technique was applied to collect the data. A questionnaire was designed to collect the view of the respondents about the influence of social media in consumer's buying decision. The questionnaire was divided into two parts, Part-I, and Part-II. Part-I contains questions related to respondents demographic information and its usages pattern, whereas Part-II have a series of close-ended questions based on the impact of social media in the purchase decision and their expectation from such media.

A pilot survey was conducted taking five respondents from each age group, and the shortfalls of the questionnaire were met. Then the questionnaire was put over Google docs and a link was shared with the users of social media through mail for the purpose of data collection. The link was also posted on various social network sites like Facebook, WhatsApp, and LinkedIn etc. The respondents and the users of social network sites were also requested to share the link from their own profile. The researcher has used a non-probability convenience sampling. For visual representation of findings and results; bar charts, pie chart, and table has been used as a descriptive analysis tool. To prove the hypothesis, SPSS 20 software was used and the independent T-test has been performed.

a) Descriptive Statistics

Table 1.1: Profile of respondents

Variable	Classification	Total number	Percentage
Gender	Male	85	56.7
	Female	65	43.3
Age	18-30	70	46.7
	31-50	50	33.3
	51-70	30	20

From table-1.1, we can observe that out of 150 respondents, 85 respondents are male, and 65 respondents are female.

As per Govt. of India age categorization, the researcher has considered the respondents having age in between 18-30 years will be in the youth category. Seventy respondents out of one hundred and fifty, i.e., 46.7 percent respondents as per the tabular data, fall in this category of youth. Fifty respondents are in between the age of 31-50 years and are of the middle age group peopled. Rest thirty respondents are within the age bracket of old peopled.

Table 1.2: Preference of social media

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Facebook	63	41.7	42.0	42.0
	linkedin	26	17.2	17.3	59.3
	instagram	20	13.2	13.3	72.7
	snapchat	34	22.5	22.7	95.3
	twitter	7	4.6	4.7	100.0
	Total	150	99.3	100.0	
Missing	System	1	.7		
Total		151	100.0		

From the above table-1.2, we can interpret that Facebook is the leading social media network site, as supported by the finding of Jati and Mohanty (2012) and Bhagwant and Goutam, (2013). Snapchat and LinkedIn are also at the top of the list with 22.5 percent and 17.2 percent preference share.

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Table 1.3: Motivational factors behind following a brand or joining a brand page

	Variable	Total N
Motivation to follow a brand or join a brand page	Brand name invitation/ advertising	50
		30
	Friends invitation	25
	Personal research	25
	Loyalty towards the brand	20

Motivational factor for social media users joining or following a brand in social network platforms varies from user to user. From table-1.3, we can see that the main reason for fans to join a brand page or brand is based on the brand name of the product. Advertising and friends invitation do also play an important role in selection of a brand or a product. Personal search is another important factor of public preference towards a brand page.

Thus we can interpret that easy availability of the brand name in a search engine is crucial consideration for companies to be kept in mind. Brand loyal consumers purchase a product again and again; market the brand directly or indirectly by talking positive words amongst their friends and peers. It is known as Word of Mouth (WoM) communication about a brand or a product, and is considered to be the most effective tool for a purchase decision making, especially for a technical and costly product.

Social networking sites are the new customer relationship management (CRM) medium where consumers have a feeling of exclusiveness. The attachment towards a particular company or brand is the key motivators to advocate about it.

b) *Time Dedicated for Socializations*

Table 1.4: Time spend in social media.

		Frequency	Percent	Valid percent	Cumulative percent
valid	less than 1 hr	50	33.1	33.3	33.3
	1-2 hrs	39	25.8	26.0	59.3
	2-3 hrs	45	29.8	30.0	89.3
	3 hrs and above	16	10.6	10.7	100.0
	Total	150	99.3	100.0	
missing	System	1	.7		
	total	151	100.0		

In these days, social networking has become an important aspect of lifestyle. People are spending more than five to six hours browsing on the net or social networks. From table-1.4, we can see the importance of social network marketing as an effective tool for promotional strategy, as more than 2/3 of the respondents are spending more and more hours in a day on different social network sites.

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c) The Purpose of Use of a Social Media Platform
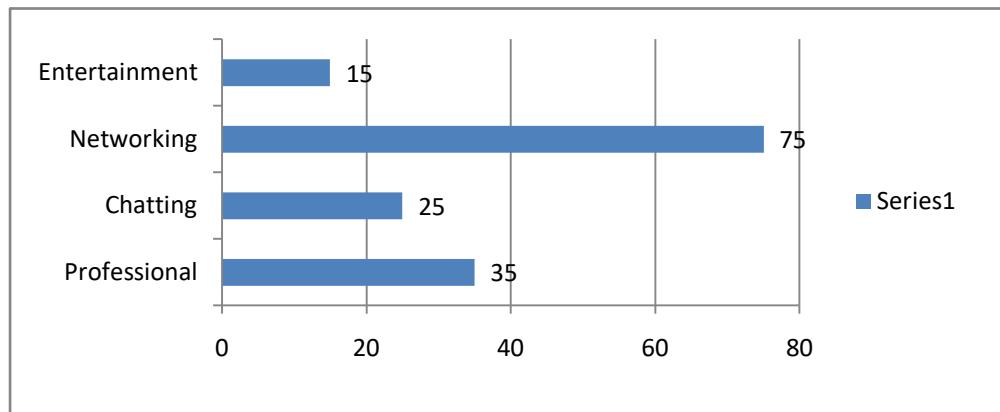
Fig. 1.1: Purpose of use

Social media has become the most effective communication tool through which people can connect with their long lost friends of childhood or college life. This is evident, as most of the respondents, near about 100 out of 150, are using such platform to connect with their friends through network building and chatting. While 'professional use' has rated second as a purpose of using the social network, and others apart from just playing games, watching videos, listening to music, are the next important purposes of using this medium.

Marketers have plenty of opportunities to communicate with their target customers and offer them the products and services, and persuade them to transact and become a loyal customer for the company. Undoubtedly the social media is a rapidly growing platform for a brand building and is used by almost all the sectors. It is not only an effective tool for product promotion and brand building but very cost effective compare to any other form of promotion.

d) Considering Social Media in Buying Decision
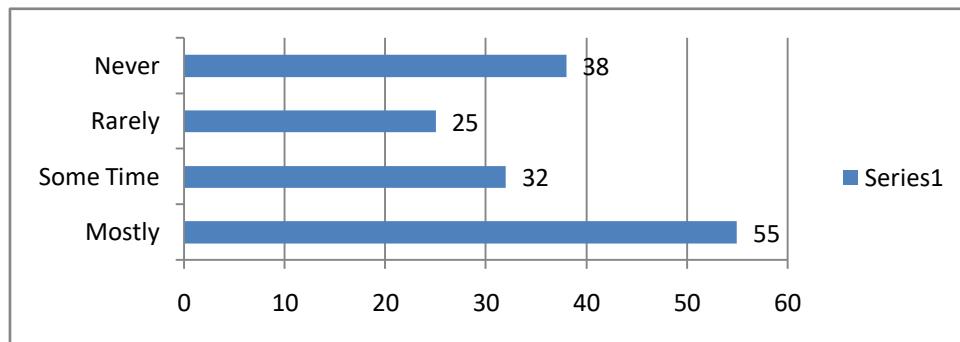
Fig. 1. 2: Social media as a buying decision factor

It is clear from the above fig.1.2, that majority of the respondents, 112 (55+32 +25) out of 150, consider social media networks in their buying decision- making process either most of the time or some times.

Most of the users consider social media networks as a decision-making tool during their process of purchasing. Especially in electronics and fashion related products, travel destinations, and hotels booking etc., review and suggestions of social network friends play the decisive role.

Thus it is an immense importance for marketers to put more and more information on social media so as to become visible with target customers and if succeeded to pursue them, positive word of mouth

communication will automatically get started and eventually gives rise to multiple impacts.

Fig.1. 3: Grievance redressal effectiveness

From fig.1.3, it is pretty evident that the social media is not an effective grievance handling platform. It seems that consumers are not getting the proper services, especially the after sales services as perceived by them. During the survey, it has been pointed out by the respondents that they are not getting any response of their queries and questions they used to post on the companies social media pages. To make SNM more effective, it is expected from the marketers that they will put more importance on this aspect of customer's satisfaction. Providing effective after sales service and redressal of grievances through customer's complaint page, social marketing will be more effective in years to come, as it is well said by a Chinese proverb, *"a stitch in time, save nine."*

e) Hypotheses Testing

$H_0 1$: There is a significant difference in attitude between male and female towards social media advertising.

Group statistics

	Sex	N	Mean	Std. deviation	Std. error
Attitude	Male	85	1.2941	.45835	.04971
	Female	65	1.4769	.50335	.06243

Independence sample test

		Levene's test for Equality of variences		t-test for equality of mean						95% confidence interval of the difference	
		F	Sig.	T	Df	Sig.(2-tailed)	Mean difference	Std. error difference	Lower	Upper
Attitude	Equal variances assumed	12.621	.001	-2.319	148	.022	-.18281	.07881	-.33855	-.02706
	Equal variances not assumed			-2.291	130.820	.024	-.18281	.07981	-.34069	-.02492

From the above test table, we can see that the significant value, i.e., p- value for T-test is .022, less than our chosen significant value i.e., p< α = 0.05. Therefore we reject the null hypothesis and interpret that there is no significant difference in attitude between male and female towards social media advertisement. The finding indicates that gender difference is not a considerable factor for social media advertising, contrary to the findings of Vollman, Abraham & Morn, 2010 and Junco, Merson, Salter, 2010; where women found more active in social media.

H₀2: There is a significance difference in perception towards advertisement utility in social media between male and female respondents.

Group statistics					
	Sex	N	Mean	Std. deviation	Std. error mean
Perception on ad. utility in social media	male	85	1.3294	.47279	.05128
	female	65	1.6462	.48188	.05977

Independence samples test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	T	Df	Sig. (2-tailed)	Mean difference	Std. error difference	95% confidence Interval of the difference
									Lower	Upper
Perception on ad utility in social media	Equal variances assumed	.378	.540	-4.032	148	.000	-.31674	.07855	-.47197	-.16151
	Equal variances not assumed			-4.022	136.534	.000	-.31674	.07875	-.47248	-.16101

From the above table we can see that the significant value i.e., p- value for T-test is .000, which is less than our chosen significant value, i.e. $p < \alpha = 0.05$. Therefore we reject the null hypothesis and conclude that there is no significant difference in perception towards advertisement utility in social media between male and female.

H₀3: There is a significant difference between social media performance and expectation of consumers in promotion of brand of consumer's durable and luxury products.

One sample statistics				
	N	Mean	Std. difference	Std. error mean
Performance of social media ad.	150	1.5333	.50056	.04087

One sample test						
	Test value = 1.5					
	T	Df	Sig. (2-tailed)	Mean difference	95% confidence interval of the difference	
					Lower	Upper
Performance of social media ad.	.816	149	.416	.03333	-.0474	.1141

From the above table we can see that the significant value i.e., p-value for one sample t-test is 0.416, which is much higher than our chosen significant value i.e., $p > \alpha = 0.05$. Therefore we accept the null hypothesis and interpret that there is a significant difference between social media performance and expectation of consumers in promotion of brand of consumer's durable and luxury products.

Ho4: There is a significant difference between male and female in decision making related to their purchase either FMCG, Consumers' durable, apparel, and luxury products through social media.

		Levene's test equality of variances		t- test for equality of means						
		F	Sig.	t	df	Sig.(2-tailed)	Mean difference	Std. Error difference	95% confidence interval of the difference	
									Lower	Upper
Role in purchase decision making	Equal variances assumed	1.632	.203	-.657	148	.512	-.05158	.07846	-.20664	.10347
	Equal variances not assumed			-.654	135.162	.514	-.05158	.07886	-.20755	.10438

Group statistics					
	Sex	N	Mean	Std. Deviation	Std. error. mean
Role in purchase decision making	male	85	1.3176	.46832	.05080
	female	65	1.3692	.48635	.06032

From the above table we can see that the significant value i.e., p- value for T-test is .512, which is much higher than our chosen significant value, $p > \alpha = 0.05$. Therefore we accept the null hypothesis and can interpret that there is a significant difference between male and female in decision making related to their purchase either in FMCG or consumers' durable; apparel, and luxury products through social media.

IV. Findings

There is no variability in attitude towards social media usage between male and female i.e. gender biases has no impact on the usage pattern of social media. It is young people who have been adopting social media as a platform of up gradation about what is happening in the world of marketing and to enrich their knowledge domain in other areas.

Both male and female have the same outlook related to the effectiveness of social media for market promotion. The effectiveness of social media as a marketing tool is only possible when organizations will provide effective and timely information about their products and services in social media and also on their media pages, which is supported by the finding of Bashar et al. 2012. Daily updating of company's social media page is a must to create a positive impression on consumers mind.

During the course of data analysis it has been realized by the researcher that somehow a gap exists between customer's expectation and company's promises over social media advertising. Customers also, do not agree with the fact that social media in general, and companies' page in particular, is a good platform for their grievances to be solved. At the same time, they feel lack of personal touch that is a major

shortcoming of social media and is not as effective as single stand retail store. One of the interesting findings of this research is, that women usually prefer to purchase product that they can touch, feel, and bargain with.

V. Discussion

There is a paradigm shift of business from transactional to long-lasting relationship marketing. A new area of relationship building and management i.e. Customer Relationship Management (CRM) has evolved as a marketing strategic tool. It is now more critical than ever that successful companies are using engagement marketing principle to engage their prospects and consumers before, during and after their purchase cycle. Information which is demanded by target market should be provided in such a manner that you are viewed in a positive light, create a positive brand and product reputation, and are selected with a priority as their brand of choice. With the growth of social media, a new term of marketing i.e. permission marketing has been coined in 1999 and the features like - friend request, page like, page follow, page share etc. are helping companies to reach their customer with more confident. Though the concept of SNM is growing at a very fast rate, still it is in a nascent stage in India. Therefore the companies have to think seriously about the use of this recent development in the field communication, make effective strategies, and execute them in a professional manner so as to win a large share of market and evolve as an innovative firm in years to come.

For a business to get success in a world of reached social media influence; companies now have to transform their business strategies from product-

oriented to customer-oriented where the customer will play a decisive role. According to Nielson & Roper reports, more than 90 percent of consumers take their purchase decision especially in consumer's durable products, based on word of mouth recommendations.

In the era of Mark Zuckerberg generation, it is not difficult to understand why people, especially the youth generation, are so obsessed about social media. Not only the common people but big political parties of different countries are highly depending on social media marketing.

Every company, big or small, young or established, need to have an active presence on such social media. It is now inexcusable for any business that wants to thrive too, not be tweeting!

Here some suggestions for companies to improve their promotional activities and brand visibility in social network sites:

1. Develop a proper content of your message.
2. Create an attractive presentation of it.
3. Make your target consumers engage with your message.
4. Add audio; sometime people prefer listening rather than reading.
5. Encourage consumer feedback. More and more feedback you received, more will be the chance to improve your product/service.
6. Feel the customer's experience. There is a very nice saying, "you can't really understand another person's experience, until you have walked a mile in his shoes."
7. Deal with customer service. If they are satisfied, they will pull business for you.
8. Improve word of mouth communication.
9. Keep learning always.

Now a day, social media is one of the most powerful, profitable, and effective platforms for companies to increase its visibility amongst its target customers. By spending few hours on social media and on companies' page, firms are reported a huge increase in queries and business turnover as well. At the same time companies should keep in mind that social media is a double- edged sword, if not used with care it may have the power to create havoc of market reputation within no time.

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Cultural Differences, Strengths, Weaknesses and Challenges of Kentucky Fried Chicken (KFC) – A Comparison between United Kingdom (UK) and Malaysia

By Md. Mahmudur Rahman

Abstract- This research presents the impact of cross-cultural interaction on KFC corporate culture in different countries. It is mainly designed to assess the KFC cultural differences, strengths, weaknesses and challenges in perspective of Malaysian and the United Kingdom culture. Fundamentally in this study, only secondary sources of data have been used to gather the necessary information for the analysis of the study. Researcher has collected and used all the secondary data from several sources such as books, journals, news and articles related to KFC and from several websites. In this study, exploratory research has undertaken to understand the insights and impact of the United Kingdom and Malaysian national culture in KFC's corporate culture.

Hofstede and Trompeneures Culture analysis method had been followed in findings and analysis part to understand the national cultural differences between UK and Malaysia. KFC corporate cultural differences have been shown by several measurement scales. As a final point, a compact summary of all findings is given.

Keywords: cultural differences, KFC, malaysia, united kingdom, global business, national cultures.

GJMBR-E Classification: JEL Code: M36

CULTURALDIFFERENCESSTRENGTHSWEAKNESSESANDCHALLENGESOFKENTUCKYFRIEDCHICKENKFCACOMPARISONBETWEENUNITEDKINGDOMUKANDMALAYSIA

Strictly as per the compliance and regulations of:

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This outstanding outcome is undoubtedly baked for some reasons. The reasons are outlined thoroughly followed by some recommendations, and finally, a conclusion is drawn to complete the overall study.

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I. Introduction

a) Organizational Part

i. History

KFC is known as the world's second-largest popular fried chicken restaurant chain after McDonald's. Kentucky fried chicken (KFC) was an extraordinary achievement for a concept of fried chicken as fast food (restaurant chain) and it was started in a remote rural town in Kentucky, the USA in the 1950s. There are more than 21,000 KFC outlets in 130 countries and territories around the world serving more or less 15 million customers each day.

In the mid of 1930, Harland Sanders opened his first restaurant in the front of a gas station. Sanders serves as a station operator, chief cook, and cashier and name the dining area as "Sanders Court & Cafe." The brand "KFC" has been established for over 45 years in the United Kingdom. KFC opened its first restaurant in

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Preston, Lancashire in 1965. Today there are more than 842 outlets in the United Kingdom, and the company employs 24,000 people. KFC opened its first restaurant in Malaysia, in 1973. Today, there are more than 700 restaurants nationwide in Malaysia. KFC is the synonym of great tasting chicken. KFC accomplished "Great place to eat, Great place to work" award in 2010.

As the dominant chicken retailer in the fast food segment, KFC has accepted the challenge. They are adapting their consumer offerings by targeting the large and growing market for family meals, broadening their menu and offering attractive meal bundles a compelling value.

b) Introduction to the study

i. Problem Statement

In this research, the core focus is the impact of cross-cultural interaction on KFC corporate culture in different countries. Key focus for KFC is, what type of potential challenges it faces for doing their business in abroad with a new culture? What strategies KFC implement to solve these problems? How can KFC deal with different barriers when it operates business in a different country? Here, researcher has tried to show the cultural difference of UK and Malaysia and its effects in KFC's corporate culture.

ii. Scope and limitations of the research

The scope of this research is limited to the overall description of the culture of two countries (UK & Malaysia) and KFC operations of those two countries and their corporate structure. The study is limited to organizational setup based on different culture functions and performances. By measuring the outcomes of this article, KFC and several multinational firms can understand the cultural impact of UK and Malaysia and the activity and effectiveness of their corporate culture from the perspective of national culture.

iii. Limitations of the research

- Secondary data sources mostly used in this study.
- The research only covers the cultural impact of Malaysia and the United Kingdom.
- Up to date information was not published in several cases.

- Derived information was incredibly limited.
- Satisfactory relevant papers and documents were not available.

iv. *Objective of the study*

General Objective

The broad-spectrum objective of this research is to understand the impact of cross-cultural interaction on KFC's corporate culture in different countries.

Specific Objective

1. What is the role of culture in making the business a successful one in the different country?
2. What type of challenges do KFC face to run their business in a new culture?
3. How KFC overcome the cultural barriers in global business?

v. *Methodology of the report*

Several types of research-based study have conducted to achieve the optimal results from this study. Each face of the research work will incorporate a different approach and methodology.

- Type of research

In this study, the researcher tried to conduct exploratory research to gain insights and understanding of the overall cross-cultural functions of corporate culture and also to determine some of the significant factors of the Malaysian and United Kingdom culture. After that, a comprehensive conclusive research was taken to fulfill the focal purpose of the study.

- Exploratory research

Exploratory research was conducted to explore through the various aspects of national and corporate culture and to provide insights and understandings of the overall global business environment. In this phase of research, several journals on cultures and cross-cultural interactions in corporate culture were inspected to determine the significant cultural factors. Then several journals on KFC corporate operations and article were scrutinized to understand the overall situation.

vi. *Sources of information*

Secondary data:

Understanding and analysis of the data from secondary sources is the base for the whole research work. For this reason, the researcher elaborated different types of secondary data in this research work. All the secondary sources of information can be defined as follows:

1. International sources

- Journals based on cross-cultural interaction.
- Journals based on KFC culture and its operations in Malaysia and UK.
- Journals based on Malaysia and UK culture.
- Previous research report work based on culture.

2. External Sources

- Different books and periodicals related to culture.
- Newspapers and articles.
- Internet

vii. *Study Center*

Only the United Kingdom and Malaysian national culture and KFC corporate culture based on Malaysia and the United Kingdom have been analyzed in this research study. The fundamental of this study is based on understanding both countries national culture, and KFC corporate culture in those countries.

c) *Literature Review*

Objective: Reaffirming the impact of national culture on corporate culture is the purpose of this review, despite apparent trends towards globalization. If truth be told, studies noted that globalization succeeded in making individuals more aware of their own national culture.

Defining Culture: Culture needs to be delineated and put into perspective with the current management literature, with the intention of drawing implications for the field of management. To define "culture", it is still noticed that the terms "values," and "assumptions," are sometimes used interchangeably (Schein, 2001). Culture is also what can be termed, "practices," "conventions," "habits," "mores," "traditions," and "usages" (Hofstede, 1990). Schein (2001, p.45) suggested a model that would define culture at three levels: "(1) Manifest, visible, feel able artifacts that are easy to experience but hard to decipher; (2) espoused values and ideologies that are put forth as the explicit reasons why things are done the way they are; and (3) shared, tacit assumptions about how things are and should be" (p. 45). Thus, culture is understood as encompassing concepts.

i. *Cross-cultural impact on organizational culture*

This research mainly focused on the cross-cultural interaction of world's most recognized restaurant KFC in two different countries and for this, researcher has gone through Hofstead and trompenuers cross-cultural analysis and discussed cross-cultural interaction theory.

ii. *Cross-Cultural interaction*

Situational Issues: Situational cues determine the extent to which the situation evokes a pre-existing behavioral sequence q script. If a screenplay does not exist for the state, the person will give more thought as to how to behave and how such behavior might be perceived.

Behavior: Behavior may vary from country to country through cultural characters and expectations. Malaysia has different cultural plays band expectations. Whereas the UK also has some different cultural scripts and expectations as well, this may differ from time to time. Expectations categorize behavior automatically.

Identification of Behavior: Cross-cultural interaction is based on selective perception and also another part of it. Culturally based expectations influenced the attribution of the behavior that the perceiver has for members of the other culture.

Attributed Behavior: Finally the perceiver's attitude and behavioral response depend on how the behavior was attributed. To the extent the behavior is ascribed to a familiar cause, the response behavior itself can be scripted. If the existing behavior is not accepted, the person may invent a new one to communicate and this starts another interaction sequence.

Market opportunities: Both the United Kingdom and Malaysia have a lot of market opportunities. The UK is a developed country with a large population of different cultures and religions. Whereas Malaysia is a developing country with a large population of and a large portion of the population is Muslim. But still, there is a lot of market opportunity.

National Cultural Differences: National culture always differs from country to country. There are a lot of differences in a national culture like in the UK, most of the people have no time to cook at home, and they always manage their food from different restaurants. But in Malaysia the foremost people of the population is religious, and they handle their food at home, and occasionally they visit the restaurants.

iii. Hofstede Analysis

Power Distance: Power distance for the UK is low, but it is high in Malaysia.

Masculinity: For the UK, Masculinity is advanced, and it is degraded for Malaysia.

Uncertainty avoidance: It is very low in the UK, while it is comparatively high in Malaysia.

Individualism: From the point of Individualism, the UK is individualistic and Malaysia is collectivistic.

Orientation: The UK Orientation is short term, and Malaysia Orientation is long term.

iv. *Trompenaars Analysis*

Universalism vs. Particularism: There is universalism in the UK and Particularism in Malaysia. Universalism looks for broad and general rules. Particularism sets about finding exceptions

Individualism vs. Collectivism: The UK is individualistic, and Malaysia is collectivistic. Individualism favors the rights of the individual while collectivism looks to the interest of the group.

Neutrality vs. Emotionalism: Feelings should not be publicly displayed. In the UK there is neutrality, and In Malaysia, there is emotionalism as emotionalism prefers the display of one's emotions

Specificity vs. Diffuseness: Different areas of life bleed over into each other.

Specificity- Oriented cultures have separate spheres of activity in the UK.

Diffuseness- Oriented cultures different activities take place in shared settings in Malaysia.

Achievement vs. Ascription: A person's status depends on their individual accomplishments. In the UK the culture of achieved status, social position is seen as a reward for one's successes, while in ascribed status cultures, social position depends on external factors.

II. Discussion

Corporate Culture Difference

Corporate culture is the field to do something with the people of the organization, their relations, their activities, and views. So when an MNC wants to establish a business in a new region, they need to bring some changes in their corporate culture. In the study, researcher has focused on how the corporate culture of KFC differs in the UK and Malaysia. (Ethics at KFC, 2010)

a) Organizational culture of KFC in the United Kingdom

Work environment: The United Kingdom KFC was one of the companies among the fifty companies who achieved the best work place award 2010. (Great Place to work, 2010) The reasons behind this great achievement were:

➢ In the United Kingdom people of different ethnic origin working in the organization, so employee gets chance to meet with different cultural people.
➢ They enjoy a friendly, supportive and family type atmosphere.
➢ There is no differentiation by race, gender, and disability.
➢ Get protection from the detrimental hazard in the place of work.
➢ Employees also face elevated level of accountability.

KFC never forget the importance of recognition because it is an influence motivation tools that help to enhance the employee engagement, performance, and retention. (MERRY Weaver, 2009).

➢ They give performance award to everyone no matter what country they are from & how senior they are. All employees enjoyed a bonus through a range of schemes.
➢ Managers always judge the performance of staffs against two measures –customer satisfaction and operational basics. Employees are awarded with star pin, reunification card, promotion, and high remuneration for excellent result.

In Britain, we usually experience a very diverse staff mix in every organization. They are different in style, language, literacy level, ethnicity, so it is really

complicated to make them understand everything in English. And that's why,

➢ In Britain management has developed a unique poster system to transfer all significant information through visual means instead of text-heavy documents.

➢ Notice boards were also used to display messages in a purpose-designed format.

Masculinity is significantly low in the United Kingdom. So in all KFC, there is nearly the same percentage of male and female staffs. Female are taking part in the different section of the organization as well as male.

In the UK the employees are bound to do their service. So they are less motivated and not inspired enough to do their work happily. The minimum salary starts at 17,433 pounds per annum while a minimum wage start at 6.30 pound per hour.

In the UK the work uniform for every employee is the same in design and color. Both the male and female staffs are using caps with the KFC logo as a part of their homogeneous.

Because of multi-nationality of employees the cultural conflict is more in the UK, and for this, the employees couldn't rely on each other and the understanding, and loyalty is comparatively low.

The multicultural employees always follow to the mix cultural conflict and so they have more opportunity to learn from the management, and they can gain more skills.

Christianity is the main religion in the UK. So especially for Christmas, the company provides a bonus to an employee in the form of a retail voucher. Additionally, company also arranges a exceptional Christmas party every year for all staffs.

Employers of KFC are always looking at a new and innovative way of developing training for employees. They named the training program as 'Star System' the word STAR stands for Store, Training, and Reading. This system consists of several consecutive attention-grabbing parts. (KFC EMPLOYEE TRAINING, 2010). These parts are:

➢ Orientation

➢ Skill training

 • Operation menu
 • Study guide
 • Voucher book
 • Films stripe

➢ Star track

 • Customer service series
 • Operation series
 • Food service series
 • Sanitation series

b) Corporate culture of KFC, Malaysia

KFC is the first multinational first food chain in Malaysia. To manage a business in a new environment as well as with new workforce, KFC brought significant changes in their corporate culture. (KFC HOLDINGS (MALAYSIA) BHD). That's why they become a very successful company in Malaysia.

In the place of work, management always has an emphasis on collaboration.

➢ Maintain the diversity within the organization.

➢ Continue to keep focusing on teaching employee something new.

➢ Organized the unity in the place of work.

➢ Emphasis on building harmony in the relationship between employee and customer.

The management of KFC in Malaysia communicates staffs to know what they can do to improve talent. Based on the feedback from employees they organized an excellent training package.

Training included:

1. Work book.
2. Quizzes.
3. On the job competency based training.

➢ All the employees are encouraged to work as a team member by the leaders.

➢ Try to develop potentiality of staffs to maintain brand name.

➢ Management is committed of making the job enjoyable and easy for the worker.

Communication is a way of promoting good collaborate relationship between management and employees. KFC in Malaysia operates a cascade process to reach its worker in the organization. It involves information being passed down from upper management to area manager to restaurant managers, who pass on messages to team members.

Performance assessment of employees is more than a nice thing to do for them. It works as a great mental motivation for staffs. Appreciation of doing a good job is also very essential to be a successful organization.

➢ In Malaysia, KFC uses straight ranking method through which the staffs are positioned from best to the poorest by senior employees. Because according to Malay culture, managerial authority determines by patronage or age seniority.

➢ On the base of unique performance, the company provides future promotion to employees.

Malaysia is predominantly an Islamic country. Other religions are practiced there like Buddhism, Christian and that's why KFC had to bring some changes in their corporate sector and in operation.

Employees get extended break times on Friday which is the "Jumma" day for the Muslim world. Break times are relaxed for prayers.

In Malaysia, mechanical slaughter is sturdily not allowed. They can only use Halal chicken for production, which means all the chickens are slaughtered by personal certified by Jabatan Agama Islam.

In Malaysia, all KFC employees achieve a monthly remuneration regardless of their position within the organization. In a year, a casual staff paid average 9500 pound which is quite a bit less than the United Kingdom.

In Malaysia, there has more loyalty to employees and managers. Because most of them are from their local staff and so the understanding and devotion is more than the UK.

In Malaysia, there are slightly different between male and female employee uniforms. Male's dress code is the same as the UK wearing shirt, trouser, and shoe but for there as conservativeness in dress code for female. Most of the female worker also uses a scarf to cover their head as a part of their pious values.

The gender difference is comparatively high in Malaysia. Though Females are significantly working in the deferent sector in Malaysia, however in KFC still now the number of female workers is less than the male worker.

Product Differentiation:

UK	MALAYSIA
Non spicy More chips Boneless chicken Original recipe chicken Burger box meal Drinks(Fanta, pepsi, diet, coke,7up)	Flora roast Royal biryani Chicken rice As a side dish they offer steam rice Whipped potato Separate meal for breakfast, evening and late night. potato wedges

III. Summary of Findings

In the United Kingdom, the employees get performance award no matter how senior they are and which country they are from.

➤ All employees enjoyed a bonus through a range of schemes.
➤ Masculinity significantly low in the United Kingdom.
➤ In the UK the work uniform for every employee is same in design and in color.
➤ Christianity is the main religion in the UK. So especially for Christmas Company provide a bonus to an employee in the form of a retail voucher.
➤ Almost 10163 talent employees are working in different KFC at the United Kingdom.

Maintain the diversity within the organization. Continue to keep focusing on teaching employee something new. In Malaysia, there is more emphasis on building harmony in the relationship between employee and customer.

➤ The management of KFC in Malaysia communicates staffs to know what they can do to improve talent.
➤ KFC in Malaysia operates a cascade process to reach its worker in the organization.
➤ Performance assessment of employees is more than a nice thing to do for them.
➤ In Malaysia, KFC uses straight ranking method through which the staffs are graded from the best to the poorest by senior employees.

➤ In Malaysia, all KFC employees achieve a monthly remuneration despite their position within the organization.
➤ In Malaysia, there are somewhat differences between male and female employee uniforms.

IV. Conclusion

There are lots of differences and similarities between KFC in the United Kingdom, and in Malaysia regarding national Culture, corporate culture, operations, strengths, weaknesses, and challenges have presented in this research. KFC has overcome all the barriers and managed the cross-cultural issues and not only but also operating their business in the above-mentioned countries smoothly with good profit and maintaining steady growth in international company.

(Word Count: 3161)

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Consumers' Perception on Various Types of Advertising Media: The Case of Bangladesh

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Abstract- This paper is an attempt to analyze the consumers' perception of various types of advertising media and to know which media is preferred most regarding respondents' age, gender, and occupation. A sample of 150 respondents from different areas of Chittagong city has been surveyed through a structured questionnaire from June to October 2018.Descriptive Statistics, reliability test, SPSS software has been used to analyze and results show that Interment was the first preferred media for all types of respondent and TV was the immediate choice. According to profession analysis, the newspaper has been preferred most by the business person (52.94%), and TV (50%) was the most favorite media for housewives. Media preferences also differ according to age; young has been addicted to the internet (65%) most whereas mid and aged people like TV (80%) and newspaper (20%) most. Regarding their perceptions to all types of media was positive but some negative perception has been found mostly on trust (mean value=3.15), and they don't think that advertisements present a real picture (mean value= 3.18) of the product being advertised.

Keywords: media, advertising, perception, consumer, preference.

GJMBR-E Classification: JEL Code: M37

CONSUMERSPERCEPTIONONVARIOUSTYPESOFADVERTISINGMEDIATHECASEOFBANGLADESH

Strictly as per the compliance and regulations of:

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Mohammad Toufiqur Rahman ᵅ, Dr. Mohammad Masrurul Mowla ᵟ & Tanjina Pial ᵖ

Abstract- This paper is an attempt to analyze the consumers' perception of various types of advertising media and to know which media is preferred most regarding respondents' age, gender, and occupation. A sample of 150 respondents from different areas of Chittagong city has been surveyed through a structured questionnaire from June to October 2018. Descriptive Statistics, reliability test, SPSS software has been used to analyze and results show that Internet was the first preferred media for all types of respondent and TV was the immediate choice. According to profession analysis, the newspaper has been preferred most by the business person (52.94%), and TV (50%) was the most favorite media for housewives. Media preferences also differ according to age; young has been addicted to the internet (65%) most whereas mid and aged people like TV (80%) and newspaper (20%) most. Regarding their perceptions to all types of media was positive but some negative perception has been found mostly on trust (mean value=3.15), and they don't think that advertisements present a real picture (mean value= 3.18) of the product being advertised. If the company or advertisers recover the shortcomings by enhancing the genuineness of advertising, consumers perception regarding advertising media will be more positive.

Keywords: media, advertising, perception, consumer, preference.

I. Introduction

Advertising is a vital approach for a company or association to urge the word out regarding a product or service and Cultivate a consumer base, which typically results to boost trading and better profits. A wide range of components has been incorporated by the phycology of advertising, such as visual interest and message; yet Perception is one of the vital components to remember while making a commercial. Perception identifies the behavior of a buyer's thought for a specific product or service. It shows the deep-rooted feeling of a buyer's desire to get a specific product. Customers get attracted to any product by advertisement as it grapples interest of a purchaser. It also leads the attention of a customer regarding a company product or service. Perception is the thing which drives the interest of a purchaser with regards to a brand's item or benefit. Perception in advertising identifies the impact of a specific item or benefit on a consumer that might not be established in fact. This discernment through advertising attempts to energize more interest on those matters. In contrast to an item's actual qualities that might be characterized by analysis and insights, the view of an object can be naive and more fleeting. Organizations could realize it tougher to form their items offer to purchasers without perception in advertising. Engaging shopper tastes, wants, dreams and needs advertising creates a great impact of a specific product. Perception can be a vital device in promoting to form customers desire they will be someone, in particular, appearance a specific manner or sense a specific inclination once utilizing a particular item. Purchasers have been diversified to the extent their discernment and state of mind towards advertising is involved; some have a negative perspective whereas others show a positive perspective towards it. How do customers view and use the various types of advertising media? However, do they understand the advertising content of the assorted media regarding its info and responsibility value? Do different profession consumers prefer different advertising media? Do different gender consumers prefer different advertising media? Do different income level consumers prefer different advertising media? Do they have particular expectation Styles when looking certain sorts of information? These and related queries were raised over and over about purchaser usage of the content of the key media of Advertisement. How do consumers perceive television advertising? How do consumers perceive internet advertising? How do consumers perceive Magazine advertising? How do consumers perceive newspaper advertising? Are there any strategies to figure the advertising perception that is uniform crosswise over both respondents and advertisements? How do viewer perceptions contrast for different advertising media? How do viewer perceptions influence publicizing viability, what's more, the producer picture? This article will address these inquiries.

II. Literature Review

Over the last 70 years, consumer perception regarding advertising has been widely explored (Dutta-Bergmann, 2006; Suher, Ispir, & Ozturk, 2008). Most of the people think that advertising is essential, and they have positive perceptions of advertising, which has been identified by Greyser's and Bauer (1968).

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Nevertheless, a larger number of respondents also thinks that advertising can be deceiving has been identified by Shavitt, Lowry, and Heafner(1998). Financial and social effects have a strong influence on consumer perceptions towards advertising; was also identified by Shavitt et al., (1998). But, during the 1970s consumer perceptions towards advertising were commonly winding up progressively negative. In several studies (Sandage & Leckenby, 1980; Andrews, 1989; Pollay & Mittal, 1993 Alwitt & Prabhaker, 1994) negative evaluation of the public point of view regarding advertising has been found. Two types of consumer perception of advertising have been suggested in their studies; they are either positive or negative. Advertising is a region of promotion correspondence that contacts nearly everybody and regarding which everybody has few assessments; stated by Symigin and Carrigan (2000). A recognizable drop curtain for regular lifestyles, which at times is entertaining or fascinating however not often with a response—an implication that would be relevant to shopper view of TV and daily paper advertising nowadays has been depicted by Symigin and Carrigan (2000) on people's perception to traditional advertising.

Consumer perception is anticipated to be dissimilar towards selected advertising media and factors in advertising(Madden, Caballero & Matsukubu 1986; Hasegawa Ramaprasad, 1992, Cutler & Javalagi, 1992; Navett, 1992; Weinberger & Spotts, 1989; Hong, Muderrisoglu & Zinkhan, 1987). Perception is the succession of shopper introduction and consideration which is invigorated and deciphered separately in marketing procedure. ((Evans, Jamal & Foxall, 2009; Hawkins, Mothersbaugh, & Best, 2013). Perception is the procedure by which individuals choose, arrange and decipher data to shape a significant image of the world stated by Kotler, Veronica, John and Armstrong (2005). Perception is the initial and most realistic process to choose improvements from their environment in consumer buying decision processes. Advertising is a demonstration of product or service by telling people publicly to influence them to buy it. Advertising media comprises different methods for promoting the item this incorporates daily papers, TV, magazines, billboards, flyers, radio, web, yellow pages, and direct mails. The fundamental reason for utilizing media is to draw audiences and create more income by expanding the sale of the item for advertising.

TV and magazines showed the most elevated amount of advertisement related correspondence issues, identified by Elliot and Speck while investigating on six major media (TV, newspapers, magazines, Yellow Pages, direct mail and broadcasting). Gallup (1959) identified that most of the respondents appreciated advertising since they felt it be very much informative. Most of the people think that advertising was vital, and they held affirmative attitudes toward advertising more

likely than negative attitudes (Bauer and Greyser; 1968). In the early 1970s, attitudes toward advertising were winding up progressively negative contended by Zanot (1981, 1984). Most of the respondents asked for a new federal government organization for customer Support and felt that most or all of TV advertising was genuinely deceptive. Consumer perception is narrated as action and reaction on what one sees (Kotler et al. 2005). It may be said after assembling the two ideas, that-advertising is the leading force in charge of forming purchasers' perceptions and inducing a behavioral reaction (Jones, Iverson, & Waters, 2010).

The Internet has surfaced as an outstanding stage amongst other promoting stage since advertisers had extraordinary adaptability and power over the advertising component ((Ducoffe, 1996). Specifically, radio existed for a long time before it had 50 Million audiences, TV took 13 years to achieve that volume, but the web took only four years to outperform the number. (Joseph, Cook, & Javalgi, 2001).

More than 1.1 billion individuals are associated through the Internet all over the world. To maintain the daily activities internet is used by a stunning 17% of the total world population (Lachance and Gray, 2007). According to Li, Bernoff, Pflaum & Glass (2007), half of the mature online social network users tell their companions regarding items publicized.

The perception of radio as a personal medium of correspondence throughout the non-accessibility of visual media significantly influences the manner in which individuals think about tuning in to radio programs including advertisements, perform data investigation, and make implemented selections. Since city commuters have less complicated access to radio correspondence, they boost higher perceived closeness to the broadcasts (Kuffert, 2009).

Newspaper commercial is almost genuine and illuminating. What's more, would be least eager to give up their daily paper's advertising content when contrasted with the other media incorporated into this research (Larkin,1979). American Association of Advertising Agencies showed that daily papers are the general public's preferred advertising medium. Newspapers are stated to be gradually dropping advertising and marketing bucks to further media such as TV (Eriksson, Kalling, Akesson and Fredberg, 2008). Consumers have extremely exact thoughts regarding media and their promoting substance. They consider that newspapers are the great root of purchasing records, great source of records about sources of amusement and include the maximum beneficial commercials, contrasted with TV, radio and magazines and customers observe that newspaper advertising is almost trustworthy and informative advertising and they may be minimum inclined to surrender the advertising appeared differently in relation to the next three media in the investigation   has been identified by Larkin (1979)

newspaper and consumer perception of the media and their advertising content of newspapers.

Chittithaworn, Islam, and Thooksoon, (2011) express that TV advertising has been portrayed as a well-known and Trusted correspondence way and performed a vital position in individuals' lives by bringing data and amusement into dwelling rooms. Still TV is the most productive medium for achieving a large viewer as well as its qualities and impacts are still very significant. (Steinberg, 2010).

TV advertising is excitement, more unique, less belittling, more creative and informative according to British consumer(Nevett, 1992; Ogilvy, 1987; Lannon and Cooper, 1983).Perceptions towards TV advertising are influenced by their socio-economic background as correspondence designs have been firmly connected to socio economic standards in each market according to Hong Kong and Korea consumer (Moon & Chan, 2005; Hong, Muderrisoglu & Zinkhan, 1987).Advertising act a seducer to spend money according to Poland consumer and according to Belgium consumer advertising has been viewed as an effective tool that creates interest and strengthens positive ideas regarding the product or service (De Pelsmacker and Geuens, 1998). According to Ling Hu and Chao Chuang (2009) in Chinese-American consumer perception of TV advertising is used to increase brand recollect and consciousness.

Television and Radio advertising media are low-contribution and emotionally involving medium, though newspaper and magazine advertising media are usually high- contribution and rationally involving medium (Batra, Myers, and Aaker 2008; Chaudhuri and Buck 1995; Krugman, 1965). Tv contacts a mass group of viewers; offers sound, sight, movement, and shading; and has the intrusive capacity to drive itself onto the audience and It is usually a nonselective medium (Nylen, 1986). Interactive TV is required to permit "personal casting and resolve the problem of audience selectivity provide On-demand access (Maybury, Greiff, Boykin, Ponte, McHenry, & Ferro, 2004). Advertising could be arranged as far a feature: brand building and directional. Brand-building advertising is used for product advertising and is generally observed in broadcasting consisting of TV, magazines daily papers, and radio while directional advertising is intended to contact a mass gathering of viewers by utilizing a strategy of intrusion aimed at supporting customers find providers of preferred products and services, and incorporates advertising in yellow pages, a newspaper categorized segment, film listings and industry guides (Wang, Zhang, Choi, & D'Eredita, 2002). A TV is a nonselective medium contacting a mass group of viewers. TV offers locate, sound, movement, and shading. Audience attentiveness to ads is probably going to be low, yet TV has the intrusive capacity to pressure itself on the audience (Nylen, 1986).Consumer spends the least quantity of time with, and might "do

without," and which offers the best source of data on long-lasting goods of their opinion where the medium is a magazine (Larkin, 1979).

The main objective of this study is to analyze the consumers' perception of various types of advertising media. Together with this another objective of this study is to find out which media is preferred most regarding respondents' age, gender, and occupation.

III. Methodology

The study has been based on the questionnaire survey method. A revised form of a questionnaire used by Soh (2006)is used to study perceptions of the consumer on various media in Chittagong city of Bangladesh. The questionnaire has been divided into two parts. The first part contains the information regarding the respondents and the second part contains the consumers' perception of various types of media from various areas of Chittagong city. Here respondents are requested to specify their level of agreement in each statement on a five-point Likert scale. The author asked a panel of five experts containing two academicians, two researchers, and one professor to assess the content validity of the questionnaire. The questionnaire has been modified as per their recommendations after the first draft.

a) Research Design

To analyze the perception of advertising in various media, to know the media preference of different professional people and to know the media preference based on gender, a quantitative research method has selected.

b) Data Collection Method

The survey has been conducted to obtain knowledge into the perceptions of advertising by consumers in various media. Data have been collected through a questionnaire survey among the people who purchase the low involvement product for their daily uses from the various parts of Chittagong city. The questionnaire consists of close-ended simple questions regarding the key points of perceptions of advertising in various media. Close-questions are the profession, gender, age, Income level, media preference, importance of advertising. While filling in the list of questions concerning informative advertising, truthfulness, reliability, and usefulness, respondents were asked to rate them from strongly agree to strongly disagree. The scale used in this research form has been made by the Likert scale, which has five levels: from strongly disagree to strongly agree (1- strongly agree, 5 -strongly disagree). There are 14 questions about the perceptions of advertising in various media listed in the questionnaires.

The population designed for this study was limited to the people of Chittagong city. To conduct this

research, we had chosen randomly the different areas of Chittagong city like Agrabad, Boro Pole, G.E.C Circle, New Market, and Chawkbazar. The sample has comprised of 150 respondents spread across different location in Chittagong from the month from June to October 2018.Simple random samplings were used to get a fairly accurate cross-section of the population and to ensure the purity of research results. After the data has been collected, it has been organized and analyzed. For analysis of closed-ended questions, a computer programmed called Statistical Package for Social Sciences (SPSS) has been used.

IV. Analysis and Findings

a) Descriptive Analysis

Table 1: Descriptive analysis

		Frequency	Percent
Gender	Male	85	56.7
	Female	65	43.3
Age	Less than 30	55	36.7
	30-45	85	56.7
	46-60	10	6.7
Education	HSC	14	9.3
	Bachelor's degree	43	28.7
	Master's degree	93	62.0
Income Level	Less than Tk 14000per month	50	33.3
	Tk 14000 to 35000 per month	34	22.7
	Tk 35000 to 55000 per month	39	26.0
	Tk 56000 to 76000 per month	17	11.3
	More than Tk 76000 per month	10	6.7
	Total	150	100.0

Table 1 show the real figure of gender, age, education level, and income level who were participating in the questionnaire survey. In gender case, we got maximum of our sample male respondents that is 56.7%, and 43.3% of respondents were female. The figure also indicates the respondent's age middle-aged people were dominating among other age groups. The largest group of respondents which contains 56.7%, aged between 30 and 45 years. The next largest group was less than 30 years (36.7%) while the rest group was 6.7% aged between 46 and 61 years. From the above figure also depicts that number of the respondents were higher in educational level. The largest group of respondents which contains 62% was the master's degree, while the other group was the bachelor's degree (28.7%) and the rest group was HSC (9.3%).And the final details of them are income level, we divided our samples into five categories as per their income level, its start from less than 14000 taka and ends are more than taka 76000. 33.3%of respondents income level was less than taka 14000 per month, 26% of respondents income level between taka 35000 to 55000 per month, 22.7% of respondents income level was between taka 14000 to 35000 per month, 11.3% of respondents income level was between taka 56000 to 76000 per month and 6.7% of respondents income level were more than taka 76000 per month.

b) Reliability Analysis

Table 2: Reliability Analysis

Reliability Statistics

Cronbach's Alpha	No. of Items
.688	14

Reliability is analyzed to determine the adequacy of internal consistency based on Cronbach's Alpha (α) coefficient. When the value for α is 0.70 or above then the item scales are regarded as reliable (Hair, Black, Babin & Anderson, 2010). From table 2 we see that the value of the Cronbach's Alpha is

α=0.69which is almost near to 0.70. So we can say that the internal consistency of the item scale of this study is reliable.

c) *Media Preferences-The Media like Most*
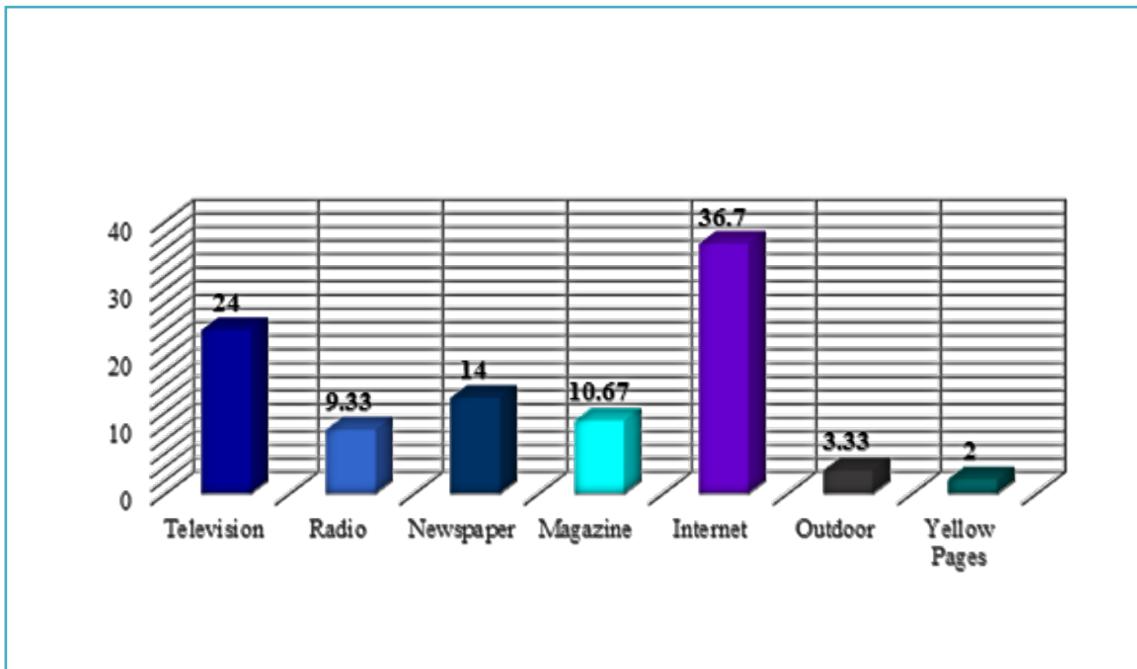
Figure 1: Media Preference by the respondents

Figure 1 shows the real picture of media preferences of the respondents who were participating in the questionnaire survey. According to analysis it has been found that from all media internet has the highest number (36.7%)of preferences by the customers, then about 24% of the respondents preferred television, about 14%preferred newspaper, 10.67% preferred magazine, 9.33%preferred radio, 3.33% preferred outdoor and rest of the 2% respondents preferred yellow pages.

d) *Media preferences according to gender, age, and profession*

Table 3: Media preferences according to gender, age and profession

Gender, Age, Profession * Which media do you prefer? Cross tabulation								
		Which media do you prefer?						Total %
		Television	Radio	Newspaper	Magazine	Internet	Outdoor	Yellow pages	
Gender	Male	16.47	9.41	22.35	11.76	31.76	5.88	2.35	100
	Female	33.85	9.23	3.07	9.23	43.07	0	1.54	100
Age	Less than 30	9.09	18.18	3.63	0	65.45	3.63	0	100
	30-45	27.05	4.70	20	18.82	22.35	3.52	3.52	100
	46-60	80	0	20	0	0	0	0	100
Profession	Service holder	21.68	7.23	13.25	15.66	33.73	4.82	3.61	100
	Business man	0	5.88	52.94	5.88	29.41	5.88	0	100
	House wife	50	5.55	2.78	5.55	36.11	0	0	100
	Student	0	35.72	0	0	64.28	0	0	100

Table 3 shows the media preferences of the different gender of respondents who were participating in the questionnaire survey. According to the analysis, both male and female respondent's highest preference has been found on internet that is 31.76% and 43.07%. From the analysis, it has been assumed that both male and female are spending more time in internet, but differences have been found in other media. Newspaper (22.35%) is the next choice after internet of male respondents while television (33.85%) is the next best choice of female respondents.

From the table, it has also be found that young aged respondent's first choice is internet (65.45%), but very low at the newspaper (3.63%). Both the middle and old aged respondent's first choice is Television and the very next choice is the newspaper.

In case of media preferences by the different profession of respondents, internet (64.28%) and radio (35.72%)is the most preferred media for students; Internet (33.73%) and Television (21.68%) has been preferred by service holder. From the analysis, it has been assumed that business persons expend more time in newspaper and internet as they preferred most these media 52.94% and 29.41%. House wives most preferred media is Television (50%) as they most of the time stay in their home and their next choice is internet (36.11%).

e) Perceptions of Media

Table 4: Perceptions on Media

	N		Mean Value
	Valid	Missing	
Advertising is essential	150	0	1.59
Most advertising insults the intelligence of the average person	150	0	3.00
Advertising often persuades people to buy things they shouldn't buy	150	0	2.38
In general, advertisements present a true picture of the product being advertised	150	0	3.15
Advertising helps raise our standard of living	150	0	2.27
Advertising results in better products for the public	150	0	2.38
Advertising's aim is to inform the consumer	150	0	1.69
Advertising is informative	150	0	2.11
Advertising is a reliable source of information about the quality and performance of products	150	0	2.72
I 've been accurately informed after viewing most advertisements	150	0	2.91
Most advertising provides consumers with essential information	150	0	2.75
It is safe to trust the information conveyed in advertising	150	0	3.18
Make important purchase related decisions based on the information conveyed in advertising	150	0	2.70
Recommend the product or service that I have seen/heard in advertising to my friends or family.	150	0	2.56

While the respondents have been asked to answer the questions regarding their perceptions of media, it has been seen from table 4 that their perceptions regarding all types of media were positive. But some negative perception has already been found regarding all types of media and most of them have lack of trust in these media like they don't think that advertisements present a true picture of the product being advertised; most advertising insults the intelligence of the average person and they don't feel safe to trust the information conveyed in advertising in all types of media.

V. Conclusion

Perceptions in various media for the present sample propose a few proposals concerning the utilization of advertising. From the research, it has been found that respondent perceptions regarding all types of media were positive though little negative perception has also been found. Majority of the consumers have replied that advertisements do not present the true picture of the product that is being advertised and thinks that most advertising is insulting their intelligence. So it becomes necessary to give focus on the perceptions of respondents on advertising media.

Whenever the advertisers focus more on building positive perceptions, they also need to observe those factors which normally build negative perceptions. Thus, it becomes mandatory for the advertisers to deeply know about customers' perception. If the company or advertisers recover the shortcoming by following the provided recommendation, they can gain the trust of the normal consumer. Repeating this investigation or certain areas of it gives a proportion of changes in perceptions emerging from state offices or other interested organizations activities to enhance the genuineness of advertising.

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Effects of Business Mergers on Employee Loyalty in Selected Companies Listed at the Nairobi Securities Exchange

By Kirima Lucy Karimi

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Abstract- The main objective of this study was to establish the effect of business mergers on employee loyalty in selected companies listed at the Nairobi Securities Exchange. Descriptive research design was used in this study. The target population of the study comprised of employees in the management level of three companies listed at the Nairobi securities Exchange that embraced mergers between the years of 2002 -2011. The sample consisted of top level managers, middle level managers and lower level managers in different departments. Data was collected using questionnaire. Both stratified and random sampling was used to obtain a sample size of 54 out of a target population of 308 respondents. Data was analyzed using descriptive statistics and the findings were presented using tables, charts and figures. The study found out that organization culture affect the employees and also culture differences affects employees loyalty.More so,if the management involved the employees in the merger process the process would be successful and the way the informationabout merger is communicated to the employees is very impotant.

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Keywords: conglomerates, disposition, loyalty, merger, sef-efficacy, self-esteem.

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I. Introduction

Shanmuagn et al., (2005) described mergers as one of the central techniques that define organizational growth. On the other hand, Hurtt et al., (2000) went further and suggested that growth is the primary reason why organizations merge. Perry and Herd (2004) contend that strategic planning has a critical role to play when organizations decide to merge. Perry and Herd (2004) suggested that in the 1990's many companies shifted their focus from undertaking mergers from a cost saving perspective to using mergers as a strategic vehicle for corporate growth, which the authors regarded as an inherently more difficult challenge.

Harari (2007) listed several reasons given by CEOs as a justification for a merger or an acquisition. These included: purposes of obtaining synergies for economies of scale, for cost savings, to realize increased products and rationalization of distribution channels. Selden and Colvin (2003) highlighted the way companies focus on the potential return on capital. They also suggested that the most common reason why companies buy one another is for the sole purpose of acquiring customers. Selden and Colvin (2003) noted the pressure on various CEOs to use their excess resources in order to increase their earnings by mergers or acquisitions even if that may not be an appropriate strategy for the company. Albizzatti and Sias (2004) proposed that the main reason why a business should get into acquisition should be strategic and not basing on the element of excess resources available. The strategic reasons they identify for acquisitions are: acquire new products, capabilities and skills; extend their geographical reach; consolidate within a more mature industry; and transform the existing industry or create a new industry.

However,Harari (2007) questions why so many mergers fail after CEOs extol their strategic rationale. The reason suggested for failure is the lack of vision by short sighted executives, who take the safe route and buy different competitors to gain market share. Balmer and Dinnie (2000) identify a number of reasons for the failure of mergers which includes organizations laying much emphasis on the short term financial and legal issues and tended to neglect the main strategic

direction of the company. In this regard therefore, organizations failed to clarify on the leadership issues affecting their organizations, the lack of communication with the available key stakeholders especially during the acquisition process, poor strategic rationale, mismatch of cultures, difficulties in communicating and leading the organization, poor integration planning and execution, and paying too much for the target company. Of these five causes of merger failure, Gadiesh and Ormiston (2002) believe that having a clear strategic rationale for the merger is the most important problem to overcome, as this rationale will guide both pre and post-merger behavior.Lynch and Lind (2002) also proposed that organizations mergers also fail because of the slow post-merger integration, the culture clashes and the lack of appropriate risk management strategies.

II. Discussion

a) Organization Culture

Marks and Mirvis (2011) study on the influence of human resource managing organization culture during merger found that social integration and cultural fit in mergers and acquisitions affect employee loyalty. Badrtalei and Bates (2007) study found thatmerger performance and success as viewed through the prism of employee issues such as organizational change and employee stress, anxiety, uncertainty and the retention of the employees after the acquisitions and this lead to employee resistance, a loss of efficiency due to friction among workers, groups and departments as they all portray different cultures.

A study by Roundy (2010) indicated that changes to pre-merger cultures have an impact on pre-merger identities and this affect the employee loyalty and performance. The study of Saunders, Altinay and Riordan (2009) supports influence of organization culture on mergers by providing evidence that organizational culture is a central construct in understanding the evolution of organizational identities in the face of environmental changes. Stahl and Voigt (2008) found that culture compatibility between merging firms has long been proposed as an important determination of synergies' realization so that the organization can enhance employee's loyalty. Also, the study of Zhu and Jog 92012) found cultural compatibility has important implications for post-merger integration, with similar cultures rendering integration less painful because people share the same values.

Moschieri and Campa (2013) found that cultural adaptation and acculturation process during mergers has four modes through which acculturation takes place: integration, assimilation, separation and enculturation. The model presented drew attention to the concept of cultural adaptation both during and after a merger. The model suggested that the mode of acculturation is dependent upon the characteristics of the merging firms. The model also presented people, cultures and organizational practices as a determinant of a successful merger. In the study of Hameed, Arain, and Farooq (2013) study established the relationship between cultural differences and autonomy removal for nonbanks. The study found that between the two top management teams in the mergers in nonbank settings had a negatively related cultural differences and autonomy removal. This was felt to be due to the new management being unable to use its accustomed social control system, due to differences in culture and lack of shared beliefs and assumptions with the acquired top managers.

Giessner, Viki, Otten, Terry, and Ta¨uber (2006) study found that cultural distance, as applied to organizational culture, suggests that the difficulties and risks associated with cross-cultural contact increase with growing cultural differences between two individuals, groups, or organizations. It has been shown that cultural distance has a profound impact on organizational learning across cultural barriers.

b) Organization Structure

Rooney et al., (2010) said that successful merger outcomes are linked closely to the ability of management to integrate members of organizations to thoughtfully address and minimize individuals' concerns about the organizational structure change brought about by mergers. Sanda (2011) found that after merger, organizational structures which include defining new work roles, cultural change and other responsilities affect employees loyalty. The stabilization of employees' new job characteristics may have an enduring effect on their job satisfaction and commitment.

A study by Adembesa (2014) found that new jobs after the merger are sometimes worse than the previous ones and this affect the employee's loyalty. This perception may also cause employees to question the fairness of the procedure and distributive systems that are associated with the new organizational structure created by a merger. The consequence of employees questioning the fairness of their new organizational structure is that they may end up distrusting the actions of those managing the newly merged organization. Once such employee distrust is developed, it may be difficult to re-establish it(Dokotria, Jidongb, & Pamc, 2016). The implication here is that when employees develop negative perceptions about merger-induced organizational changes and also distrust those managing the changes, their job satisfactions and commitments will also be negatively affected (Chun, 2010). This implication, if not adequately understood and handled by change managers during mergers, could prolong employees' anxiety and uncertainty, with negative consequences on their productivity and organizational (Newman & Krzystofiak, 2011).

c) The Level of Communication

Salyachivin (2013) study established the employee perceptions of the adequacy and accuracy of management's communication about the firm's acquisition and asked employees to indicate the sources of information about the acquisition, measures of employee expectations, job security, perception of personal control, organizational commitment, job satisfaction, intent to leave, intent to be absent and job performance. The researcher employed correlation analysis to indicate the degree of correlation between employees' perceptions about management communication and employee attitudes, intentions, and performance indicators. The study also, measured changes in employee attitudes and intentions on related variables such job security, lack of personal control, organizational commitment, job satisfaction, guilt, competitiveness, intention to leave, and performance. The results revealed that employee attitudes and intentions to leave and to be absent had deteriorated after mergers meaning that employees were less satisfied.

Marks and Mirvis (2011) study found that employees of an acquired firm felt inferior to the acquirer because of feelings of loss of autonomy. The results also showed that communication was necessary to make an acquisition work. Also, communication plans and outplacement was effective in dealing with mergers. Rooney et al., (2010) found that communication in a merger/acquisition was important to make it a success because both company share both positive and negative merger experiences. More so, Salyachivin (2013) study indicated that in merger effective communication about career possibilities within a merger or acquisition may significantly strengthen employees' confidence and commitment to the new consolidation. Also, Moschieri and Campa (2013) study on corporate communication and customer feedback from stakeholders, such as sales, public relations executives, finance managers, and other employees was critical for successful merger.

III. Methodology

This study adopted a descriptive research design because it was both evaluative and qualitative aiming at examining the variables in the study and how they relate to the intended objectives and results. The population of the study comprised 308 employee workers in three selected companies that had undergone merging and were quoted at the Nairobi Securities Exchange (NSE). These companies were among the 66 companies quoted at NSE exchange which had undergone mergers between the years 2002 - 2011. Simple random sampling and stratified sampling was used for the study. Employees of the chosen organizations listed at the NSE were grouped into three sections which included: top level management, middle level management and lower level management. Primary data was obtained through the use of questionnaires, which had both structured and unstructured questions.

IV. Results and Discussion

a) Effects of organization culture on employees' loyalty

On effects of organization culture on employees loyalty the response are indicated on table 4.4 below.

Table 4. 1: Effects of Organization Culture on Employees' Loyalty

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1)	Social integration and cultural fit in mergers and acquisitions may affect loyalty to the organization.	9.6	9.6	9.6	13.5	57.7
2)	Interactions between two distinctive organizational cultures enhance stress and tension.	5.8	5.8	3.8	19.2	65.4
3)	Organization culture compatibility enables synergies to work.	7.7	5.8	9.6	11.5	65.4
4)	The new management cultural differences affects the shared beliefs	5.8	7.7	13.5	25.0	48.1
5)	Cross-cultural contact increase difficulties in performance and affected employee's loyalty	7.7	3.8	5.8	13.5	69.2
6)	Maintaining separate culture was a desire by some employees.	1.9	5.8	11.5	19.2	61.5

The majority of the respondents indicated that culture barriers of staff from different environment affect employees' loyalty (67.3%). 57.7% respondents indicated that social integration and cultural fit in mergers and acquisitions affected employee's loyalty. More so, 65.4% indicated that they experienced significant stress and tension in interactions as a result of the combination of two distinctive organizational cultures . Further, 65.4% respondents indicated that they strongly agreed that during the merger the organization culture compatibility determine employees' synergies. It can also be noted that 48.1% indicated that after merger the new management cultural differences and autonomy affected the shared beliefs. In addition, 69.2% indicated that after merger they experienced difficulties and risks associated with cross-cultural of the involved organizations. Finally, 61.5% respondents indicated that after merger the employees had a desire to maintain and retain the culture from their organizations.

b) *Effects of Organization Structure on Employees' Loyalty*

On the issues of organization structure on employees' loyalty, the responses are shown in the table below.

Table 4. 2: Effects of Organization Structure on Employees' Loyalty

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) The new merged management introduced a different organization structure for both companies.	5.8	7.7	11.5	19.2	55.8
2) The new merged management introduced new work roles and responsibilities in the new organization structure	7.7	7.7	7.7	7.7	69.2
3) New Job characteristics affected job satisfaction as well as commitment.	9.6	7.7	11.5	11.5	59.6
4) The new jobs were worse than the previous ones due to merger and it affect employee's loyalty.	15.4	9.6	0.0	26.9	48.1
5) I question the fairness of their new organizational structure	7.7	7.7	15.4	19.2	50.0
6) My negative perceptions about the new organization structure affected my performance.	9.6	5.8	9.6	19.2	55.8

55.7% respondents indicated that after merger the new merged management introduced a different organization structure for both companies. Also, 69.2% said that after merger new organizational structures defining new work roles, cultural changes were made. Further, 59.6% of the respondents indicated that after merger; the new job characteristics had continuing effect on employee's job satisfaction and commitment. Also, 48.1% indicated that after merger, the new jobs were worse than the previous ones' due to merger and it affected employees' loyalty. In addition, 50.0% indicated that that after merger they questioned the fairness of the new organizational structure. Finally, 55.8% of the respondents indicated that after merger their negative perceptions about merger affected their job satisfactions and commitments.

c) *Effects of merger Communication on Employees' Loyalty*

The following table presents the effects of merger communication on employees' loyalty.

Table 4. 3: Effects of How Merger was communicated on Employees' Loyalty

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1)	The adequacy and accuracy of management's communication during a merger is necessary.	11.5	11.5	11.5	23.1	42.3
2)	Effective communication is necessary for informing and for the success of a merger	9.6	1.9	9.6	9.6	69.2
3)	Effective communication plans and outplacement is used on dealing with the merger	7.7	7.7	5.8	9.6	69.2
4)	Effective communication informs about career possibilities to give strength, confidence and commitment to the new consolidation	3.8	17.3	9.6	19.2	50.0
5)	Effective communication informs timely and accurate information about what was going to happen to the organization and your jobs.	0.0	11.5	5.8	21.2	61.5

42.3% of the respondents indicated that adequacy and accuracy of management's communication was very critical to the success of merger. Also, 69.2% said effective communication was necessary for merger to work and to inform employees. More so, 69.2% of the respondents indicated that effective communication plans and outplacement strategies on dealing with the merger should be done to employees. 50.0% said that effective communication informing employees about career possibilities that gave them strength, confidence and commitment to the new consolidation is a very important aspect. Finally, 61.5% of the respondents indicated that effective communication informs timely and accurate information about what was going to happen to the organization and employees' jobs after merger is very important.

V. Conclusion

The study concluded that there were difficulties and risks associated with cross-cultural and employees desired to maintain their separate culture.It can aslo be concluded that management integrated members of organizations to the organizational structure change, new organizational structures defining new work roles, cultural changes were made. The new job characteristics had enduring effect on the employees. More so,it was concluded that organization culture of merged firms affects the employees loyalty this is because culture barriers of staff from different environment affect employees' loyalty. Also, social integration and cultural fit in mergers and acquisitions

affected employee's loyalty to the organization, employees experienced significant stress and pressure in interactions as a result of the combination of two distinctive organizational cultures. Organization culture compatibility determine synergies. The new management cultural differences and autonomy affected the shared beliefs, employees experience employee's job satisfaction and commitment. The new jobs were worse than the previous ones' due to merger and it affected employees' loyalty. Employees questioned the fairness of their new organizational structure and employeeshad negative perceptions about merger-induced organizational that affected their job satisfactions and commitments negatively. Finally, it can be concluded that employee perceptions of the adequacy and accuracy of management's communication about the firm's merger affected their loyalty. Communication was necessary to make a merger work and inform employees. There were effective communication plans and outplacement, on dealing with the merger. This was to inform employees about career possibilities that gave them strength, confidence and commitment to the new consolidation.The information was accurate and communicated timely highlighting on what was going to happen to the organization and employees' jobs.

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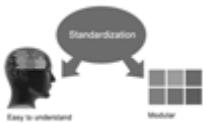
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MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSBA, you can add 'MARSBA' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, Visiting Card and Name Plate etc.

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MARSBA designated members are entitled to avail a 25% discount while publishing their research papers (of a single author) in Global Journals Inc., if the same is accepted by our Editorial Board and Peer Reviewers. If you are a main author or co-author of a group of authors, you will get discount of 10%.

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We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

The MARSBA member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.

Once you are designated as MARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria.

It is mandatory to read all terms and conditions carefully.

Institutional Fellow of Open Association of Research Society (USA)-OARS (USA)

Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).

The "FARSC" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSC or William Walldroff, M.S., FARSC.

The IFOARS institution is entitled to form a Board comprised of one Chairperson and three to five board members preferably from different streams. The Board will be recognized as "Institutional Board of Open Association of Research Society"-(IBOARS).

The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.

The author fees of such paper may be waived off up to 40%.

The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of "Open Association of Research Society, U.S.A (OARS)" so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.

The board members can also join us as Individual Fellow with 40% discount on total fees applicable to Individual Fellow. They will be entitled to avail all the benefits as declared. Please visit Individual Fellow-sub menu of GlobalJournals.org to have more relevant details.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.

The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:

Open Association of Research Society, U.S.A (OARS) By-laws states that an individual Fellow may use the designations as applicable, or the corresponding initials. The Credentials of individual Fellow and Associate designations signify that the individual has gained knowledge of the fundamental concepts. One is magnanimous and proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice.

Open Association of Research Society (US)/ Global Journals Incorporation (USA), as described in Corporate Statements, are educational, research publishing and professional membership organizations. Achieving our individual Fellow or Associate status is based mainly on meeting stated educational research requirements.

Disbursement of 40% Royalty earned through Global Journals : Researcher = 50%, Peer Reviewer = 37.50%, Institution = 12.50% E.g. Out of 40%, the 20% benefit should be passed on to researcher, 15 % benefit towards remuneration should be given to a reviewer and remaining 5% is to be retained by the institution.

We shall provide print version of 12 issues of any three journals [as per your requirement] out of our 38 journals worth $ 2376 USD.

Other:

The individual Fellow and Associate designations accredited by Open Association of Research Society (US) credentials signify guarantees following achievements:

➢ The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.

- In addition to above, if one is single author, then entitled to 40% discount on publishing research paper and can get 10%discount if one is co-author or main author among group of authors.
- The Fellow can organize symposium/seminar/conference on behalf of Global Journals Incorporation (USA) and he/she can also attend the same organized by other institutes on behalf of Global Journals.
- The Fellow can become member of Editorial Board Member after completing 3yrs.
- The Fellow can earn 60% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.
- Fellow can also join as paid peer reviewer and earn 15% remuneration of author charges and can also get an opportunity to join as member of the Editorial Board of Global Journals Incorporation (USA)
- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

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.

- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone.
"

Preferred Author Guidelines

We accept the manuscript submissions in any standard (generic) format.

We typeset manuscripts using advanced typesetting tools like Adobe In Design, CorelDraw, TeXnicCenter, and TeXStudio. We usually recommend authors submit their research using any standard format they are comfortable with, and let Global Journals do the rest.

Alternatively, you can download our basic template from https://globaljournals.org/Template.zip

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables. Authors who are not able to submit manuscript using the form above can email the manuscript department at submit@globaljournals.org or get in touch with chiefeditor@globaljournals.org if they wish to send the abstract before submission.

Before and during Submission

Authors must ensure the information provided during the submission of a paper is authentic. Please go through the following checklist before submitting:

1. Authors must go through the complete author guideline and understand and *agree to Global Journals' ethics and code of conduct,* along with author responsibilities.
2. Authors must accept the privacy policy, terms, and conditions of Global Journals.
3. Ensure corresponding author's email address and postal address are accurate and reachable.
4. Manuscript to be submitted must include keywords, an abstract, a paper title, co-author(s') names and details (email address, name, phone number, and institution), figures and illustrations in vector format including appropriate captions, tables, including titles and footnotes, a conclusion, results, acknowledgments and references.
5. Authors should submit paper in a ZIP archive if any supplementary files are required along with the paper.
6. Proper permissions must be acquired for the use of any copyrighted material.
7. Manuscript submitted *must not have been submitted or published elsewhere* and all authors must be aware of the submission.

Declaration of Conflicts of Interest

It is required for authors to declare all financial, institutional, and personal relationships with other individuals and organizations that could influence (bias) their research.

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Plagiarized content will not be considered for publication. We reserve the right to inform authors' institutions about plagiarism detected either before or after publication. If plagiarism is identified, we will follow COPE guidelines:

Authors are solely responsible for all the plagiarism that is found. The author must not fabricate, falsify or plagiarize existing research data. The following, if copied, will be considered plagiarism:

- Words (language)
- Ideas
- Findings
- Writings
- Diagrams
- Graphs
- Illustrations
- Lectures

- Printed material
- Graphic representations
- Computer programs
- Electronic material
- Any other original work

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1. Substantial contributions to the conception and acquisition of data, analysis, and interpretation of findings.
2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

Changes in Authorship

The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

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Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

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Global Journals is in partnership with various universities, laboratories, and other institutions worldwide in the research domain. Authors are requested to disclose their source of funding during every stage of their research, such as making analysis, performing laboratory operations, computing data, and using institutional resources, from writing an article to its submission. This will also help authors to get reimbursements by requesting an open access publication letter from Global Journals and submitting to the respective funding source.

PREPARING YOUR MANUSCRIPT

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.

FORMAT STRUCTURE

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in a research paper?" Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

PREPARATION OF ELETRONIC FIGURES FOR PUBLICATION

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

TIPS FOR WRITING A GOOD QUALITY MANAGEMENT RESEARCH PAPER

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.

6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- o Report the method and not the particulars of each process that engaged the same methodology.
- o Describe the method entirely.
- o To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- o Simplify—detail how procedures were completed, not how they were performed on a particular day.
- o If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- o Resources and methods are not a set of information.
- o Skip all descriptive information and surroundings—save it for the argument.
- o Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

o Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
o In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
o Present a background, such as by describing the question that was addressed by creation of an exacting study.
o Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
o Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

o Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
o Do not include raw data or intermediate calculations in a research manuscript.
o Do not present similar data more than once.
o A manuscript should complement any figures or tables, not duplicate information.
o Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

o You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
o Give details of all of your remarks as much as possible, focusing on mechanisms.
o Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
o One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
o Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

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Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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