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Equity on Consumer's Purchase

Training Situation and Its Impact

Highlights

Organizational Silence Behaviors

A Communication Audit Report

Discovering Thoughts, Inventing Future

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Debate on the Role of Organizational Silence Behaviors and Employee Efficiency

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Abstract- Organizations are growingly demanding their staff to be innovative, to express their ideas and to be responsible for the excessive expectations of the customers, and focus on the quality service delivery as an indicator of changing world. However, it has been observed from literature that organizations find it difficult to achieve their set goals due to lack of committed employees. Thus the paper investigated the role of organisational silence behaviours on employee efficiency in selected private Universities in Ogun State, Nigeria. The work made use of quantitative survey design where questionnaire was employed as the instrument of data gathering from six hundred and ninety six employees from five selected private universities in Ogun State, Nigeria. The results from the multiple regression analysis conducted revealed that oorganizational silence behaviors have combined positive significant effect on employee efficiency (Adjusted R2= 0.218, F(5,620) = 35.886, p< 0.05)).

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Debate on the Role of Organizational Silence Behaviors and Employee Efficiency

Oduyoye, O., [α] Francis-Odii, M. I. [σ] & Asikhia, O. U. [ρ]

Abstract- Organizations are growingly demanding their staff to be innovative, to express their ideas and to be responsible for the excessive expectations of the customers, and focus on the quality service delivery as an indicator of changing world. However, it has been observed from literature that organizations find it difficult to achieve their set goals due to lack of committed employees. Thus the paper investigated the role of organisational silence behaviours on employee efficiency in selected private Universities in Ogun State, Nigeria. The work made use of quantitative survey design where questionnaire was employed as the instrument of data gathering from six hundred and ninety six employees from five selected private universities in Ogun State, Nigeria. The results from the multiple regression analysis conducted revealed that oorganizational silence behaviors have combined positive significant effect on employee efficiency (*Adjusted* R^2= 0.218, $F(5,620) = 35.886$, $p< 0.05$)). However, from the individual sub-variables, top management characteristics, communication opportunity, subordinates perception of feedback and official authority had positive and significant effect on employee efficiency. The paper recommend that management should encourage more of communication flow from top to bottom to enhance employee efficiency.

I. Introduction

Organizational silence, and ways of dealing with it have great importance in organizational discussions. Employees who have a determining role in giving services and establishing a relationship with customers, their attitude and behaviour towards customers affect the satisfaction, quality of the services which, in its turn are effective in the improvement of organizational performance (Bageri et al., 2011). Organisational silence not only slows down organisational development but also causes several consequences such as decreasing in employees' commitment levels, causing internal conflicts, reducing decision making process, blocking change and innovation, preventing positive or negative feedbacks to the management. It also causes an increase of behaviours such as breaking down of morale and motivations of employees, absenteeism, tardiness which negatively affect individual and organisational activities. Employee's performance remains sine-qua-non for building appropriate work behaviour and disposition in higher institutions (Okoro & Okoro, 2014). Employees' also tend to perform well if they are given the privilege to participate in decision making process and empowered to take initiative and responsibility (Gupta & Shaw, 2014).

Several studies have been carried out in relation to the effect of organisational silence behaviours on employee efficiency but the findings seem contradictory (Frances, Cindy & Bishara, 2015; Kiu-Sik, Hiroyuki, Takao, Dong-Bae & Isao, 2011; Ikon & chukwu, 2017; Naquib, Muhammad & Hafiz, 2016;Procter, 2014). Daniel, Damiao, and Susa (2015) conducted a study on Organizational Silence: A Survey on Employees Working in a Telecommunication Company. The study confirmed the direct and indirect effects of participative decision-making leadership behavior and information-sharing leadership behavior on the negative psychological feelings of employees, employees' silence behavior, and the work performance. Establishing the evaluate criteria for, we should decide whether the manager has participative decision-making leadership behavior and information-sharing leadership behavior. In order to ensure the rationality of the evaluation, that need to be considered as one of the key to evaluate business managers. We can also give more guidance on how to implement the leadership behavior of effective participative decision-making and sharing-information in fostering outstanding managers. In short, the study concludes that the importance of the leadership behavior of participative design-making and sharing-information should be highlighted in work. It is benefit for enhancing the enterprise performance

In contrast, Nafei (2016) research study on the Impact of Organisational Silence on Job Attitudes: A Study on Pharmaceutical Industry in Egypt. Results indicate that supervisors' attitudes to silence, top management attitudes to silence and communication opportunities are associated and predict employee silence behaviour. The research has found that there is a significant relationship between organisational silence and job attitude. Also, the research has found that organisational silence directly affects job attitude at the pharmaceutical industry in Egypt. In the light of these findings, the paper determined if there is a significant effect of organisational silence behaviours on employee efficiency of selected private Universities in Ogun State, Nigeria.

II. Literation Review

a) *Employee efficiency*

Khademfar and Amiri (2013) state that efficiency means doing things in the right way. Two sorts of

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efficiency are often referred to, namely static efficiency and dynamic efficiency. Static efficiency relates to refining existing products, processes or opportunities; making improvements within existing conditions. Dynamic efficiency refers to the continuous development of new products, processes or opportunities, so that profitability improves. Something is only efficient when it is effective. In other words: something is efficient if it has a useful effect. It has to be functional. Efficiency is the ability to act or produce effectively with a minimum of waste, expenditure or unnecessary effort. The focus is on the resources and speed with which organisational goals are achieved. The effectiveness of your organisation is determined by how successfully you assign resources in order to achieve your organisational goals in the right way. In other words, how well your organisation converts input into output, such as products, programmes and services. In this way effectiveness contributes to the success of your organisation.

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Katrina, 2012). To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: reduced yield–from start up to stable production, process defects, reduced speed, idling and minor stoppages, set-up and adjustment and equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. According to Pinprayong & Siengthai (2012) there is a difference between business efficiency and organisational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organisation, such as organisational structure, culture and community. Excellent organisational efficiency could improve entities performance in terms of management, productivity, quality and profitability.

Effectiveness and efficiency are exclusive, yet, at the same time, they influence each other; therefore it is important for management to assure the success in both areas. Efficiency is all about resource allocation across alternative uses (Kumar & Gulati, 2010). It is important to understand that efficiency doesn't mean that the organisation is achieving excellent performance in the market, although it reveals its operational excellence in the source of utilization process.

b) Organizational silence

According to Bagheri, Zarei, and Aaeen, (2012) early definitions of silence equated it with loyalty and the assumption that nothing was wrong if concerns were not being voiced. Today this situation is seen as a reaction and recession. Organisational silence is an inefficient process which can waste all organizational efforts and may take various forms, such as collective silence in meetings, low levels of participation in suggestion schemes, low levels of collective voice and so on (Nikmaram, Gharibi, Shojaii, Ahmadi, & Alvani, 2012). While in a changing world, organisations need for employees who express their ideas; employees also choose organisations in which they can express themselves because both employees and managers have high motivation and high performance in a place that silence doesn't exist. How to break silence culture and establish a free climate to encourage employees' voice are big challenges faced to mangers (Beheshtifar, Borhan, & Moghadan, 2012). It is obvious that a silent climate can work against organisational outcomes and vice versa

Hence, Brinsfield, Edwards, and Greenberg (2013) defined Organisational silence as the lack of effective interactions among staff and it stands opposite to the concept of organisational voice. The term organisational voice, which means stating effective opinions and ideas, is discussed as opposite to the phrase organizational silence. Organisational silence occurs when organisational voice does not exist. In other words, when the down-top relationship weakens in the organisation, organisational voice would be undermined too and organisational silence would replace it. Also, Ozdemir, and Ugur (2013) defined organisational silence as the condition where the employees do not share their opinions or concerns about the company issues with both their employers and their colleagues. Bagheri, Zarei & Aaeen, (2014) stated that with the passage of time, organisation silence brought low quality of work for organisation. Hence, this not only hurts the organisation but the employee as well

c) Top management characteristics

The reasons for organisational silence are attributed to organisational biases, negative reactions from management, lack of objectivity, lack of trust, personality characteristics of managers and their limited experience (Yildiz, 2013). The reasons can be explained in five headings: the first are administrative and organisational reasons, as the individuals resort to organisational silence for fear of negative reactions leading to many problems related to decision-making, organisational efficiency and poor performance (Robbins, & Judge, 2013). The second is the fear of social isolation, as talking about work problems leads to damage in social relations within the organization (Morrison & Millikon, 2003). The third is limited experience, as the previous experiences by the individuals regarding the negative results they encountered make them avoid problems or discussing them with their coworkers or superiors, despite their awareness of the importance of standing up early. The fourth reason is the fear of damaging the relations, as the fear of losing relations with colleagues who are

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valuable is hard to concede and the fifth and last reason is work related concerns, as fear of losing a promotion and being abused.

d) Communication opportunity

Once a relationship is established, and the lines of communication are open, it is undeniably easier to have others on your side and others who are willing to help you out, both professionally and personally. Eisenberger & Stinglhamber (2011) acknowledged the dynamic relationship among trust, relationships, and power when the say, sometimes building a relationship so that others will help you requires nothing more than being polite and listening. Being nice to people is effective because people find it difficult to fight with those who are being polite and courteous. When that key component of mutual understanding is absent in an organisational setting, however, silence comes into play, and a myriad of power schemes and competing agendas can influence the decision of whether or not to communicate concerns.

Donaghey, Culliane, Dundon and Wilkinson (2016) suggest ways in which management, through agenda-setting and institutional structures, can perpetuate silence over a range of issues, thereby arranging employees out of the voice process. When a dominant group voices certain opinions, these perceptions become the dominant ideologies that float across the organisation. The subordinate viewpoints are therefore never brought to the forefront because they are inevitably silence. Ozturk, Eryesil, & Beduk (2016) in their study noted that the employees who feel that their ideas and opinions are valued by the management will trust their organisations more and as a result, this will prevent the silence climate from happening within an organisation. If job security and principle of meritocracy are promoted in an organisation, it will lead to an increase in employee commitment and a decrease in fear, which in turn, will create suitable conditions to stop organisational silence within a company. As far as the findings of this study are concerned, it has been found that compared to men, women have a relatively bigger tendency to show silence behaviour. In order to decrease silence behaviours within an organization, the management should periodically organize seminars in which employees feel more confident in terms of expressing their opinions.

e) Supervisors' characteristics

The freedom to express dissenting opinion may be restricted when working under the leadership of a supervisor with prestige and power, because the subordinate tends to the option of silence due to fear of the negative impact of expressing the dissent opinion (Turner & Pratkanis, 1998). Power and status of the supervisor can increase or decrease the silence of subordinates. It can be concluded that silence could increase in the presence of a powerful supervisor (Edmondson, 2003). Study by Owuor (2014) found out that silence had an effect on both the employees and the organisation. On the employees it was found that silence affected their level of commitment, trust, and fear. However it also found that silence cause stress that lead to depersonalisation and feelings of low personal accomplishment, as well as negative job attitudes. The study also found that to the organisation, silence would mean the organisation not benefiting from intellectual contribution, problems not identified, and development of a negative organisational culture. It would also be detrimental to organisational learning.

f) Official authority

Official authority is based on the strength of the position or location in the organisational structure. Vakola and Bouradas (2005) concluded that Organisations today need not only to recruit but also to retain and motivate talented employees. Managers may consider OS as an important variable when they explore organisational climate and culture or when they want to create an environment where talented people would choose to remain or wish to join. These practical implications are also important in a change context where the truth must be heard in order to be able to effectively implement and institutionalize the change and improve the existing situation.

g) Subordinates perception of feedback

The effects of organisational silence are not limited to the organisation, as it can negatively affect the behavior of individuals working in the organisation. These effects are represented in the individual's feeling unappreciated, lack of the individual's ability to control, and the individual suffering from cognitive dissonance. This is because silence makes it difficult to the individual to strike a balance between his beliefs and behaviors (Panahi, Veisehb, Divkharc, & Kamarid, 2012). OS correlates negatively with three dimensions of organisational trust (trust in the organization, trust in leadership, and trust in the supervisor). This means that the more silence means less trust (Nikolaous, 2011). OS has a negative impact on the removal of inadequacies and mistakes occurring in the organisational activities as well as on the establishment of a healthy feedback mechanism. In an organisation without feedback mechanisms, mistakes turn into a mechanism of carrying out activities or become more severe (Milliken & Morrison, 2003).

Nafei (2016) discovered that although employees are expected to contribute to the development of organisation with their knowledge, ideas, opinions and suggestions, they sometimes prefer to remain silent. Justice can be as a reason. It is noted that Perceived justice, especially procedural justice can be important in employers' decision to speak up about organisational issues. Employees choose to be silent because of their managers and maybe they fear, fear of

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reprimand or punishment or even dismissal. So they prefer silent of course sometimes they are silent because of they don't have the ability to do any voice or they don't know how express their mean. So the organisation isn't able to use them and they aren't as sources of change, creativity, learning and innovation.

h) Empirical review

Najafi and Khaleghkhah (2017) results suggest that open communication between management and employees is an effective way to increase employee's performance—both their standard job and extra-role activities—mainly because it signals that the organization cares about the well-being and values the contributions of its employees. Bag and Ekinci (2018) exerted that based on the findings of this research, the study has been able to reveal that effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organisations. Also, this study reveals that poor communication can affect workers performance. Therefore, organisations should regularly articulate it policies, goals and objectives to it workers in other to improve work performance. That is, communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance. Also, managers need to communicate with employees regularly to get feedback and offer suggestions in other to prevent confusion about future job assignments; this will help improve workers performance and organizational productivity. In addition, top managers should communicate directly with their subordinates on issues of importance. Organisations should eliminate the barriers on communication and create efficient, participative, and transparent communication medium to improve workers commitment.

Hamdi and Rajablu (2012) state that the findings of public and private sector universities on organisational communication system functioning and organizational performance scores revealed harmonization between organisational communication and organisational performance. It was concluded that independent variable (Organisational Communication) had significant effect on dependent variable (Organisational Performance) of public and private sector universities. In addition, on the basis of organisational communication scores and organisational performance ranking scores of universities, it was concluded that organisational performance improves subsequently when organisational communication system performs well. Both organisational communication and organisational performance are interdependent. Imperfect functioning of one element (communication system), results in the failure of other (performance). Organisational communication and organisational performance of public and private sector universities turned out to be interrelated with each other.

Proctor (2014) opined in a study effective organisational communication: a key to employee motivation and performance that organisational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organizations which confront the new reality of tighter staffing, increased workloads, longer hours and a greater emphasis on performance, risk-taking and flexibility. Today's organisations are run by multi and cross functional teams which show little tolerance for unquestioned authority. To deal with this situation, the art of persuasion and the effort to find the correct emotional match with your audience is necessary. Shonubi, and Akin taro (2016) recommends that for an effective and efficient organisational performance, management must embrace; more clarity of ideas before communicating; better understanding of the physical and human environment when communicating; purpose of communication must be thoroughly analyzed; when planning communication, consultation should both be top down and bottom up, and all facts must be implicit and explicit; consideration should be given to the content and tone of the messages; the languages must be messages the receiver would find valuable; communication with precise messages and are short run often possess long run importance; all interested parties in communication should be encouraged to be good listeners; immediate actions must be accompanied and accomplished with communication; and lastly effective feedback and follow up mechanism process must succeed effective communication.

i) Theoretical

Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behavior. Its venerable roots can be traced back to at least the 1920s (Malinowski, 1922), bridging such disciplines as anthropology (Firth, 1967; Sahlins, 1972), social psychology (e.g., Gouldner, 1960; Homans, 1958; Thibault & Kelley, 1959), and sociology (Blau, 1964). Although different views of social exchange have emerged, theorists agree that social exchange involves a series of interactions that generate obligations (Emerson, 1976). Within SET, these interactions are usually seen as interdependent and contingent on the actions of another person (Blau, 1964). One of the basic tenets of SET is that relationships evolve over time into trusting, loyal, and mutual commitments. To do so, parties must abide by certain rules of exchange. Rules of exchange form a normative definition of the situation that forms among or

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is adopted by the participants in an exchange relation (Emerson, 1976). In this way, rules and norms of exchange are the guidelines of exchange processes.

The strength of the theory is based on the fact that it is important for managers to understand the significance of social exchange to get to know the level of commitment of employees (Mitchell & Cropanzona, 2005). This implies that employees interpret human resource practices and the trustworthiness of management as indicative of the personified organization's commitment to them (Whitener, 2001). Similarly, Mitchell and Cropanzona (2005) concluded that exchanges with a positive outcome will result in reciprocal responses (Whitener, 2001). When negotiating, there is an exchange of social activities (Redmond, 2015). Also, when negotiating, both parties want to maximize their values. The best outcome would be a win-win situation, where both participants benefit. For example, if a person gets a job offer from a company, both parties negotiate about the employees' allowances. Hence, in a negotiation, it is doubtlessly true, that there is some form of social exchange between them. An example would be the negotiation about wages, working hours, vacation days or the distribution of tasks and duties (Redmond, 2015). Generally speaking, when researchers discuss relationships, they are referring to an association between two interacting partners (whether individuals or institutions). As reviewed earlier, management research has extensively examined different forms of interpersonal exchange. Of special interest to social exchange theorists are differences in the parties involved in the relationships (Levine, Kim, and Ferrara 2010).

III. Methodological Review

Past research on the study variables employed survey research design with multiple regression method of analysis to examine the combine effect of explanatory variables on dependent variable in their study. Such studies are Erhan & Hatice (2014); Mclean, Burris & Dertert, (2013); Peter, Belinda, & Brian, (2013); Subrahmaniam, & Rangaraj, (2012); Kaine, (2012); Chris, Kerstin, & Mark, (2013); Platt, & Saundry, (2016); Herfferner, & Dundon, (2017); Irbha, (2016); Malikeh, Hossein, Mahmood, & Moghadam, (2012); Fapohunda, (2016); Zaid, Lily, & Mohd, (2017); İnayet, Özge, Sildiroğlu, Güner, & Burcu, (2016); Maria, & Dimitris, (2014); Elbeyi, Afyon, Füsun, & Dinçer, (2015); employed moderating regression method of analyses in their study. Based on these past studies methodological review, multiple regression method of analyses has the ability to determine the combine, moderating effect of more explanatory variables on the dependent variable. Multiple regression method of analysis has the ability to determine the relative effect of more predictor variables to the dependent variable and also identify anomalies. However, one of the inadequacies of the multiple regression analysis is that of its complex data sets which can lead to false conclusion if not properly analysed. In this study, survey research design and multiple regression method of analyses will be employed to examine the effect of explanatory variables on the dependent variable in the study. In addition, moderating regression method of analysis will also be employed to determine the effect of the moderating variables of the study (organisational justice and organisational culture) on the link between dependent and independent variables.

Five private universities were used based on year of establishment (1999-2009) and academic excellence. The selected private universities include Babcock University, Bells University, Covenant University, Crawford University, and Crescent University. The target population consisted of regular faculty and staff. A sample size of 696 was obtained using the formula recommended by Krejcie and Morgan (1970). Items used in the questionnaire were adopted and adapted based on conceptual review. The pilot test was conducted using two private universities in Ogun State namely, Christopher University and Mountaintop University. The content validity was used to determine how well the research instrument measures the intended items. While the construct validity was determined by reviewing literatures and obtaining validated research instruments. The reliability of the research instrument was subjected to internal consistency method. The reliability of the questionnaire was tested using the Cronbach's Alpha correlation coefficient and Cronbach coefficient of 0.7 and above was considered adequate for an adapted questionnaire; as results ranged from 0.704 to 0.948 (Livingston, 2018).

Therefore, the multiple regression equation was established based on the representation of organisational silence behaviours. Thus the model was formulated as:

$$Y = f(X)$$

Where:

Y = Dependent Variable (Employee Efficiency)
X = Independent Variable (Organizational Silence)

Where:

x_1 = Top Management Characteristics (TMC)
x_2 = Communication Opportunity (CO)
x_3 = Supervisors Characteristics (SSC)
x_4 = Official Authority (OA)
x_5 = Subordinates Perception of Feedback (SPF)

The functional relationship of the model is presented as

$$EFF = \beta_0 + \beta_1 TMC + \beta_2 CO + \beta_3 SC + \beta_4 OA + \beta_5 SPF + \varepsilon_i$$

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IV. Results and Discussions

The inferential statistics was applied to determine whether organizational silence behaviours have no significant effect on employee efficiency in selected private universities in Ogun State.

Model	*B*	*T*	*Sig.*	*F(df)*	R^2	*Adj* R^2	*F(Sig).*
Constant	10.091	9.155	.000	F(5,620), 35.886	0.225	0.218	0.000
TOP MANAGEMENT CHARACTERISTICS	.396	6.986	.000				
COMMUNICATION OPPORTUNITY	.175	3.171	.002				
SUPERVISORS CHARACTERISTICS	.041	.741	.459				
OFFICIAL AUTHORITY	.120	2.282	.023				
SUBORDINATES PERCEPTION OF FEEDBACK	-.127	-3.127	.002				
Dependent Variable: Employee Efficiency							

a) Interpretation

Table 1 reveals the result of the multiple regression on the effect of organizational silence behaviours (top management characteristics, communication opportunity, supervisor characteristics, official authority and subordinates perception of feedback) on employee efficiency of selected private university in Ogun State. The table shows that organizational silence dimension when combine to determine their effect on employee efficiency of selected private university in Ogun State produced a coefficient of multiple correlation, r = 0.474 and an adjusted R2 = 0.218 at p = 0.000 < 0.05, indicates that percentage of variation in employee efficiency jointly explained by the explanatory variables is 47.4% and other factors that are not studied contributes a balance of 52.6%.

The table further reveals that the coefficients of the regression model designed to investigate the effect of organizational silence dimension on employee efficiency are provided. From the results, top management characteristics, communication opportunity, official authority and subordinates perception of feedback has significant effect on employee efficiency of selected private university in Ogun State while supervisor characteristics does not.

The results reveals the unstandardized coefficients of top management characteristics [β = 0.396, p = 0.000], communication opportunity [β = 0.175, p = 0.002], supervisor characteristic [β = 0.041, p = 0.459], official authority [β = 0.120, p = 0.023], and subordinates perception of feedback [β = 0.127, p = 0.002] are all statistically insignificant.

This therefore indicates that a percentage increase in top management characteristics will have a 39.6% increase in employee efficiency of selected private university, a percentage increase in communication opportunity will have an 17.5% increase in employee efficiency of selected private university, a percentage increase in supervisor characteristics will have an 4.1% increase in employee efficiency of selected private university, a percentage increase in official authority will have a 12.0% increase in employee efficiency selected private university, while a percentage increase in subordinates perception of feedback will have a 12.7% increase in employee efficiency of selected private university. The final regression model for thus becomes:

$$EE = 10.091 + 0.396(TMC) + 0.175(CP) + 0.120(OA) + 0.127(SPF) \ldots\ldots eq2$$

Where:
EE = Employee Efficiency
TMC = Top Management Characteristic
CO= Communication Opportunity
OA = Official Authority
SPF= Subordinates perception of feedback

Based on the regression equation above, taking into account all organizational silence dimension (top management characteristics, communication opportunity, supervisor characteristics, official authority and subordinates' perception of feedback) have significant contributions to employee efficiency. The *a priori* expectation was that the variables of organizational silence dimension will have a significant effect on employee efficiency. Thus, the null hypothesis should be accepted if $\beta_1 - \beta_5 \neq 0$ and $p \leq 0.05$ H_{02} otherwise it has to be rejected. Based on the results in the table, the coefficients of the measures of organizational silence dimension are not equal to zero and their p values are found to be higher than 0.05. Since we have predictors

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of organizational silence having significant effect on employee efficiency, thus, we have to reject the null hypothesis and conclude that organizational silence dimensions have significant effect on employee efficiency of the selected private university in Ogun State.

b) Discussion of findings

The test of hypothesis two revealed that organizational silence variables have significant effect on employee efficiency. This position was taken based on the fact that more predictors were found to have significant contributions to employee efficiency. Discussing this finding, Bag & Ekinci (2018) revealed that effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organizations. Also, this study reveals that poor communication can affect workers performance. Therefore, organizations should regularly articulate it policies, goals and objectives to it workers in other to improve work performance. That is, communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates which makes work easier for better performance. Also, managers need to communicate with employees regularly to get feedback and offer suggestions in other to prevent confusion about future job assignments; this will help improve workers performance and organizational productivity. In addition, top managers should communicate directly with their subordinates on issues of importance. Organizations should eliminate the barriers on communication and create efficient, participative, and transparent communication medium to improve workers commitment.

Hamdi and Rajablu (2012) state that the findings of public and private sector universities on organizational communication system functioning and organizational performance scores revealed harmonization between organizational communication and organizational performance. It was concluded that independent variable (Organizational Communication) had significant effect on dependent variable (Organizational Performance) of public and private sector universities. In addition, on the basis of organizational communication scores and organizational performance ranking scores of universities, it was concluded that organizational performance improves subsequently when organizational communication system performs well. Both organizational communication and organizational performance are interdependent. Imperfect functioning of one element (communication system), results in the failure of other (performance). Organizational communication and organizational performance of public and private sector universities turned out to be interrelated with each other.

Proctor (2014) opined in a study effective organizational communication: a key to employee motivation and performance that organizational communication plays a vital role in employee motivation and performance as real changes are taking place in modern organizations which confront the new reality of tighter staffing, increased workloads, longer hours and a greater emphasis on performance, risk-taking and flexibility. Today's organizations are run by multi and cross functional teams which show little tolerance for unquestioned authority. To deal with this situation, the art of persuasion and the effort to find the correct emotional match with your audience is necessary.

Shonubi and Akintaro, (2016) recommends that for an effective and efficient organizational performance, management must embrace; more clarity of ideas before communicating; better understanding of the physical and human environment when communicating; purpose of communication must be thoroughly analysed; when planning communication, consultation should both be top down and bottom up, and all facts must be implicit and explicit; consideration should be given to the content and tone of the messages; the languages must be messages the receiver would find valuable; communication with precise messages and are short run often possess long run importance; all interested parties in communication should be encouraged to be good listeners; immediate actions must be accompanied and accomplished with communication; and lastly effective feedback and follow up mechanism process must succeed effective communication.

V. Conclusion and Recommendation

As a result of statistical analysis, there was statistical significance effect of organisational silence behaviours on employee efficiency of the employees in the selected private Universities in Ogun State. Nigeria. Administrators should address the organisational silence behaviours using the suitable way to achieve work interests. Administrators should be concerned of University workers who have high efficiency at work, to reinforce the benefit of organizational silence among them and increase their self-efficacy. Administrators should heed the field studies to monitor the methods for dealing with the organisational silence behaviours taking into account the work interests and the workers in the selected Universities.

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Training Situation and its Impact on Banking Operation in Bangladesh: A Study on Dhaka City

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Abstract- In Bangladesh, the banking industry is becoming more competitive than ever. The public and the private sector banks are chasing each other for their accomplishment. It is the age of globalization. So, for coping with the challenge of globalization, the banking sector should use more innovative progress. And for this progress, the employees should be well groomed with useful training. Training is the strategy for helping the bank employees to develop their personal and organizational knowledge, skills, and abilities. An efficient and effective training program improves the quality and efficiency of the employees. This study explores the training situation and its impact on banking operations in Bangladesh. Accomplishing these objectives, 150 employees of the public and the private banks are selected from different areas of Dhaka city. Among these employees, there are managers, senior officers, junior officers, and cash officers. It was found that the male employees (85.3 percent) have more impact on training satisfaction than the female (14.7 percent) employees. The designation is also an important variable which has a highly significant effect on training satisfaction another significant finding of this study about 79 respondents say that the job rotation is the best besides the other training programs.

Keywords: training, effective, banking sector, employee and operation.

GJMBR-A Classification: JEL Code: M53



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Training Situation and its Impact on Banking Operations in Bangladesh: A Study on Dhaka City

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Abstract- In Bangladesh, the banking industry is becoming more competitive than ever. The public and the private sector banks are chasing each other for their accomplishment. It is the age of globalization. So, for coping with the challenge of globalization, the banking sector should use more innovative progress. And for this progress, the employees should be well groomed with useful training. Training is the strategy for helping the bank employees to develop their personal and organizational knowledge, skills, and abilities. An efficient and effective training program improves the quality and efficiency of the employees. This study explores the training situation and its impact on banking operations in Bangladesh. Accomplishing these objectives, 150 employees of the public and the private banks are selected from different areas of Dhaka city. Among these employees, there are managers, senior officers, junior officers, and cash officers. It was found that the male employees (85.3 percent) have more impact on training satisfaction than the female (14.7 percent) employees. The designation is also an important variable which has a highly significant effect on training satisfaction another significant finding of this study about 79 respondents say that the job rotation is the best besides the other training programs

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I. Introduction

To provide instruction to the new employees, the aim of any training program is to help them to reach the required level of performance in their jobs quickly and economically. For the existing staff, training will help grow capabilities to improve to learn new technologies or procedures, their performance in their present occupations, and to prepare them to take higher responsibilities in the future. Key findings were that maximum of the employees agreed to the item statements by making it clear that Training had a positive impact on their professional knowledge, work quality & quantity, practical skills, and their motivation & loyalty. Because, these are all linked to their performance either strongly or moderately but in a supporting direction. The study settled up with Training absolutely impacting the staffs' performance in the banks of Bangladesh.

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II. Definitions of Training

According to *Michel Armstrong, "Training is the systematic development of knowledge, skills, and attitudes required by an individual to perform adequately a given job."*

According to *Edwin B Flippo*, *"Training is the act of increasing knowledge and skills of an employee for doing a particular job."*

Dale S. Beach defined, *"Training is typically considered as the organized procedure by which people increase knowledge and rise skill for a certain resolve."*

III. Literature Review

Training has the specific goals of enlightening employees' competence, aptitude, and performance in the banking sector. It forms the staple of preparations and provides the backbone of content at institutes of technology. Moyeen and Afreen (2001) found a positive relationship between training programs and employees' job involvement. Hughey and Mussnug (1997) found a positive correlation between employee training and employee & job satisfaction. In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development (Rahman, M.A, 2012). The instructional design process revolves around four basic steps: organizational objectives, needs assessment, training design, and training evaluation. Garavan et al. (2003) found the training process is more job oriented that can change employees' attitudes and behaviors. The banking sector of Bangladesh is playing a significant role and playing as a leader in the financial, industrial, and commercial activities. Debnath (2003) indicates that the productivity of workforce in the banking sector of Bangladesh will have to be increased by proper training both on the job and off the job. Moreover, Decenzo & Robins (2003) state, "training brings about the changes in ability, awareness, approach, and behavior". Besides, Griffin (2003) supports training, usually in the human resources management perspective refers to teaching operational and technical employees as to how to do

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the job for which they were hired. Furthermore, Mathis & Jackson (2004) state 'training as a procedure whereby people obtain capabilities to assist in the accomplishment of organizational objectives.' Besides, Mc Gehee and Thayer (1999) support training as "the formal procedures a company uses to facilitate employees' learning so that their resultant behavior contributes to the attainment of the company's goals and objectives." More specifically, training is a systematic approach to skills and knowledge acquisition or attitudinal enhancement that improves performance (Goldstein, 2001). Therefore, Roth well (2002) indicates effective training as systematically designed learning, based on a complete analysis of job requirements and trainee compatibility. This clarification implies a definite training process, one highly regarded model for describing the systematic development of training programs is the instructional design process (Hossain & Islam 2012). This model states that there should be a logical flow in training practice moving from planning to implementation to evaluation. Dows well (1998) concluded that lack of time, growing age, and other practical constraints demotivated the employees during the training. Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies (Wikipedia).

Physical training concentrates on mechanistic goals: training-programs in this area develop specific skills or muscles, often to peak at a particular time. Some physical training programs focus on raising overall physical fitness. For psychological or physiological reasons, people who believe it may be beneficial to them can choose to practice relaxation training, or autogenic training, in an attempt to increase their ability to relax or deal with stress. Some commentators use a similar term for workplace learning to improve performance: training and development. There are also additional services available online for those who wish to receive training above and beyond that which is offered by their employers. Some examples of these services include career counseling, skill assessment, and supportive services. One can generally categorize such training as on-the-job or off-the-job. On-the-job training takes place in a normal working situation, using the actual tools, equipment, documents, or materials that trainees will use when fully trained. On-the-job training has a general reputation as most effective for vocational work. Off-the-job training takes place away from normal work situations — inferring that the employees are not counted as directly productive workers while such training takes place. Off-the-job training has the advantage that it allows people to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas. In religious, and spiritual use, training may refer to the purification of the mind, heart, understanding and actions to obtain a variety of spiritual goals such as closeness to God or freedom from suffering. Training needs assessment is traditionally regarded as a diagnostic process that occurs before training. The purpose of a formal needs assessment is to identify the training targets (Huselid, M.A, 1995). In the past, there has been disagreement about the appropriate terminology to describe this process. Some authors choose to distinguish a needs assessment from a needs analysis. For example, Kaufman & Valentine (1999) refer to needs assessment as the process for identifying and prioritizing gaps in performance. In contrast, they define needs analysis as the process for attributing the cause to identify performance gaps. Hence, the entire process will be referred to as a needs assessment. So, once training has been conducted, a comprehensive evaluation should follow. In recent years, this taxonomy has been expanded to include additional evaluative criteria such as return on investment (ROI) and cost/utility analyses (Phillips, 2002). Training evaluation is concerned with the achievement of the desired level of proficiency and the attainment of requisite knowledge and skills (Goldstein, 2001). Hence, training effectiveness is a broad construct that identifies situational or contextual factors impacting learning, retention, and transfer (Ford, 2006). Goldstein (2001) claims that, of all of the best practices, assessment is probably the most important part of the process.

Generally, training is splatted into two very broad categories – Internal (provided by the company and utilizing existing internal resources and tools) and External (paid for by the company but provided off-site through a 3rd party training firm). Most often, external training is utilized when the skills are not already present in the organization and it is a senior-level course requiring specialist knowledge and certification. Also, External Training might be utilized if there is an urgent need for a specific skill set in the business. Both types of training International Journal of Ethics in Social Sciences, Vol.38 2, No. 1, June 2014 have value; however, and the reasons for choosing one type over another are somewhat dependent upon budget and time. While some technical courses are very specific to the technology that is being trained, there are some commonalities in training that should be made clear as many courses will emphasize these areas quite extensively. The primary purposes of effective training evaluation are to examine the viability, success rate, and utility of implemented training programs. Without this information, no clear conclusions about the effectiveness of programs can be made. Nor can organizations make informed decisions regarding where to make revisions or updates to current programs (Dressler, G, 2007). To truly be effective or successful, training programs must incorporate more of the established best practices. All of the steps in the

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process are important (Brown, J, 2002). Although the terms training evaluation and effectiveness are sometimes used interchangeably, several authors have noted slight differences between the two (Ahmed, J. U, 2005).

Nagar (2009) study the effectiveness of training programs being conducted by the commercial banks in public as well as in the private sector. The area of study is limited to the staff training centers of State Bank of Bikaner & Jaipur and The Bank of Rajasthan Ltd. The data is collected through a structured questionnaire containing several questions relating to various aspects of the training program. The focus of the study is mainly the opinions of the trainees regarding various aspects of training like course duration, library facilities, trainer, teaching & computer-aided program, and other infrastructural facilities and the calculated t values are less than table value of t. Hence null hypothesis is accepted or hence there is no significant difference in the opinion of respondent at the two staff training centers.

Onattu (2005) explored that the need for a qualified, and trainable employees is recognized as an important factor in competing in the global market. This study was conducted to generate information that can be used by industry, policy maker, and the consultants to develop appropriate training initiatives. The present study was based on primary data, which were collected with the help of questionnaire filled by 50 respondents.

Raju (2005) conducted an opinion survey on the various aspects of training like management's attitude, selection process, quality of training, the impact of training on productivity & individual and post-training assessment in different categories of banks in Coimbatore. A questionnaire was formulated comprising various aspects of training and opinion on the statements was sought from 154 employees of 24 banks in Coimbatore.

IV. Objectives of the Study

A high level of quality is essential to achieve objectives. High quality is not an added value; it is an essential basic requirement. The specific objectives are:

- To find out the effectiveness of training on employees in improving their skills.
- To find out the satisfaction level of employees with the given training program.
- To know the opinion of the employees about the present situation of training in the banking sector.

V. The Methodology of the Study

Population and Sample: For the survey, the author used a face to face communication with the bank employee with the interview schedule. Questionnaires were sent to the employees at the time of a working hours and were also collected at the intervening time. Here we surveyed 150 employees of the public and the private banks. Among these employees, there are managers, senior officers, junior officers, and cash officers.

Data Collection Technique: This study is mainly based on primary data investigation from the survey. For this purpose, a constructed questionnaire was developed. In the questionnaire there were more than 20 questions. The questions were restrained and explored through a 5-point scale standardized by Brayfield-Rothe (1951). It includes "strongly agree/ 5, agree/ 4, neutral/ 3, disagree/ 2, and strongly disagree/ 1."

Data Analysis Technique: The SPSS statistical software package was used for statistical analysis. The reliability of the data was restrained, and all the results are found out by using the SPSS-12.0 model.

In this analysis section, Strongly Agree to represent highly positive respondent to the interviewee. Agree represent a positive respondent to the interviewee. Neutral represent no comment to the interviewee. Disagree represents adverse respondent to the interviewee. Strongly Disagree represents highly negative respondent to the interviewee. Strongly Agree, Agree, and Neutral are considering as positive responses in the calculation table. Disagree and strongly disagree are consider the negative responses in the calculation table.

VI. Limitations of the Study

It was not possible to collect more information due to proper guidance and relevant information. For this research, there was little study on this specific sector. That's why there is a lack of appropriate maintenance. This study basically on the present situation of training and its impact in the banking sector in Bangladesh.

VII. Results & Discussion

Table 1: Present Training Situation and its Impact on Operating Related Individual-Level Characteristics of Bank Employees in Bangladesh

Particulars	Frequency	Percentage
Gender		
Male	128	85.3
Female	22	14.7

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Age		
21-30	44	29.3
31 & more	106	70.7
Designation		
Junior Officer	62	41.3
Senior Officer	45	30
Officer	35	23.3
Manager	8	5.3
Duration		
1-15	120	80
16 & more	30	20
Well Planned Training		
Yes	120	80
No	30	20
Regular Training		
Yes	125	83.3
No	25	16.7
Reviewed & Improved Training		
Yes	126	84
No	24	16
Increasing Skill		
Neutral	11	7.3
Agree	47	31.3
Strongly Agree	92	61.3
Enhancing Qualitative Service		
Neutral	9	6
Agree	45	30
Strongly Agree	96	64
Minimizing Fault		
Neutral	8	5.3
Agree	41	27.3
Strongly Agree	101	67.3
Improving leadership & managerial skill		
Neutral	12	8
Agree	39	26
Strongly Agree	99	66
Personal development		
Neutral	7	4.7
Agree	45	30
Strongly Agree	98	65.3
Professional development		
Neutral	9	6
Agree	46	30.7
Strongly Agree	95	63.3

The results of descriptive statistics have been demonstrated in Table 1 where the frequency with a percentage distribution of the selected individual-level variables of bank employees in Bangladesh is disclosed. It is noticed from Table 1 that most employees (85.3%) are male, and the other 14.7% are female. Here the number of female employees should be increased in the bank. Also, 29.3% and 70.7% of employees are in the 21-30 and 30 & more years of age groups respectively. There are 41.3%, 30%, 23.3% and 5.3% junior employees, senior officers, officers, and managers, respectively. Here 80% employees are in 1-15 years of working experience and the other 20% is above 15 years. Here 80% of employees said that their banks have well planned training programs, and the further 20% said negative. The entire bank should have awell-planned training facility for operating the bank business properly. 83.3% of employees gave the answer that their banks have regular basis training, but 16.7% answered in the negative. Here 84% said that there are the training facilities that are regularly reviewed and improved. But 16% said otherwise. So to perform well the training facilities should be reviewed and improved. Here in the statement of increasing skill by training 7.3% gave neutral opinions, 31.3% agree, and the 61.3% strongly agree are found. So it is proved that training increases the employees' skill. In the statement of enhancing qualitative service by training there, we found

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6% neutral, 30% agree, and 46% strongly agree. There do not disagree and strongly disagree. So it is proved that the training enhances the qualitative service. In a statement of minimizing fault by training, the respondents have 5.3%, 27.3%, and 67.3% answer in neutral, agree, and disagree, respectively. No negative answer there. So it is imagined that providing training fault can be minimized. Neutral agree and disagree 8%, 26%, and 66% responses respectively on the statement of improving leadership & managerial skill. In personal development, through training, there are 4.7% neutral, 30% agreement, and 65.3% strong agreement and the other statement of professional development are 6% neutral, 30.7% agreed, and 63.3% strongly agreed. So it is proved that the personal and professional development of employees in the banking sector can be improved by fruitful training. From this, it can be said that for improving the effectiveness and efficiency of banking activities, there must be well-planned training programs for the employees in the banking sector on a regular basis and those should be reviewed and improved for coping with globalization.

Table 2: Results of the effects of individual-level variables on training satisfaction of the employees of different public and private banks in Bangladesh

Variables	Impact on job satisfaction		Total	% of impact	x^2 cal and p-value
	Yes	No			
Gender					
Male	100	28	128	85.3	$x^2 = 1.918$
Female	20	2	22	14.7	$p = 0.249$
Total	120	30	150	100	
Designation					
Junior Officer	48	14	62	41.3	
Senior Officer	36	9	45	30	
Officer	28	7	35	23.3	$x^2 = 2.258$
Manager	8	0	8	5.3	$p = 0.291$
Total	120	30	150	100	
Level of Job					
Lower Level	3	0	3	2	
Middle Level	80	22	102	68	$x^2 = 1.339$
Top Level	37	8	45	30	$p = 0.551$
Total	120	30	150	100	
Duration					
1-15	103	17	120	80	$x^2 = 12.760$
16 & more	17	13	30	20	$p = 0.001$
Total	120	30	150	100	
Well Planned					
Agree	103	17	120	80	$x^2 = 12.760$
Disagree	17	13	30	20	$p = 0.001$
Total	120	30	150	100	
Regular Training					
Agree	107	18	125	83.3	$x^2 = 14.700$
Disagree	13	12	25	16.7	$p = 0.000$
Total	120	30	150	100	
Reviewed & Improved					
Agree	103	22	125	83.3	$x^2 = 2.700$
Disagree	17	8	25	16.7	$p = 0.108$
Total	120	30	150	100	

In Table 2, the results of descriptive statistics have been demonstrated, where the frequency with a percentage distribution of the selected individual level variables and association on training satisfaction among employees of different public and private banks in Bangladesh is exposed. In table 1, it is observed that male 85.3% impact on training satisfaction, whereas female has only 14.7%. Here the male employees have more impact on training satisfaction than the female employees. The designation is the important variable which that has a highly significant effect on training satisfaction. There is a 41.3% impact on training satisfaction of junior employees, 30% impact of senior employees, 23.3% impact of officers, and the other 5.3% impact of managers. Levels of a job are significant in training satisfaction. There are 3% impacts on training satisfaction of lower-level employees, 102% impact of middle-level employees, and the other 45% impact of top-level employees. Tenancies also have a highly significant impact on training satisfaction. There are 80% and 20% effect on training satisfaction of employees whose tenure is (1-15) years and (16 & more) years correspondingly.

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Lastly, well-planned training, regular training, and reviewed and improved training have an impact on training satisfaction among the employees are as 80%, 83.3% and 83.3%, respectively. These variables have a strong significant effect on training satisfaction. Finally, the individual level variables – gender, designation, level of job, duration, well-planned training, regular training and reviewed, and improved training have a strong association with training satisfaction of the employees of the public and the private banks in Bangladesh.

Table 3: Training category that is followed by specific banks

Characteristics	Frequency	Percentage
Coaching		
Sometimes	44	29.3
Mostly	58	38.7
Often	35	23.3
Always	13	8.7
Job rotation		
Sometimes	21	14
Mostly	55	36.7
Often	41	27.3
Always	33	22
Special tasks		
Sometimes	27	18
Mostly	57	38
Often	54	36
Always	12	8
Lectures		
Sometimes	28	18.7
Mostly	58	38.7
Often	52	34.7
Always	12	8
Seminar		
Sometimes	32	21.3
Mostly	67	44.7
Often	43	28.7
Always	8	5.3
Case studies		
Sometimes	42	28
Mostly	67	44.7
Often	30	20
Always	11	7.3
Informal learning		
Sometimes	40	26.7
Mostly	56	37.3
Often	41	27.3
Always	13	8.7
Job instruction		
Sometimes	50	33.3
Mostly	49	32.7
Often	37	24.7
Always	14	9.3

From table 3 here, it is seen that there are eight types of training procedures that are provided to the banking employees. All the banks follow all these types of training systems. Some are more, and some are less followed. These training are delivered based on the situation. Coaching, job rotation, exceptional tasks are provided for knowing and handling all the situations of bank. Sometimes lectures, seminars, case studies are delivered on an exceptional topic. In informal learning sometimes the manager says something about the working system and sometimes the employees talk with each other about the efficient working procedure of the bank. And there is also the job instruction, what and how should be done in the banking sector that is provided by the top level.

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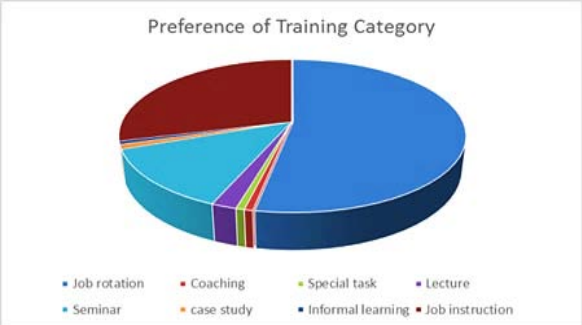


Figure: Preference for Training Category

Here in this study, about 79(53 percent) respondents say that the job rotation is the best besides the other training programs. And the other 1, 1, 3, 20, 2, 1, 43 respondents say in favor of coaching, exceptional task, lecture, seminar, case study, informal learning, and job instructions, respectively. So, banks should follow all the training programs besides focusing on the job rotation, and it should be done on a regular basis depending on situations.

VIII. Findings and Recommendations

1. Some banks have well-planned training, but some others do not. So, well-planned training is needed to improve the operating system of the bank.
2. The banks should follow the regular basis training, and the training should be reviewed and improved on a particular time basis for coping with the competitive situation.
3. Here it is seen that training upsurge the skills of the employees; it reduces the fault, increases the leadership skills, and by providing training the qualitative service can be ensured. So all banks should have well-planned training facilities.
4. It will be beneficial to the overall progress of employees in the banking sector of Bangladesh if banks establish their training institutes.
5. The feedback analysis of employee training would be compared with the need valuation study and its significance basis.
6. The bank employees have to be given motivation on how significant training is to meet the routine problems and recompenses can be given to the person who attends the training consistently.
7. Provide a variety of examples while teaching concepts or skills in the training program. Superintendent needs to maintain a list of topic that they are going to cover and give that to an employee. A key purpose of the training is to recognize gaps in an employee's skills or competencies as well as opportunities for improvement and development though training and development programs.
8. Some banks is still found informal training needs assessment procedures. It is important to include maximum of the training staff in the essentials assessment and appraisal procedures.
9. Modern training procedures such as online training, external training, and digital training program should follow for employees training and giving importance of essentials assessment before training programs.
10. HRD can make a short review book especially for "Foundation Training Program" as employee could not get all the idea and knowledge about the banking system in tiny time, so if they provide a book with the text it may help them after the training program in the work place, and it will also help them to get rid of the misperception about any topic.

IX. Conclusion

The key purpose of this study was to find out the current position of a training facilities in the banking sector and its impact on the operation of bank business. Here the training is the asset and investment rather than the cost of the bank. To develop a combined and practical training and development strategy, there is a requirement of rational corporate culture rather than ad-hoc programs. In a service-oriented industry such as banking, people are among the most significant assets, and in this competitive arena a bank must efficiently manage its employees during every stage of employment. A training program can raise learning new techniques and methods to perform jobs with the fullest efficiency and effectiveness. A successful training program assists the strategic rations of the organization and also satisfies the individual needs of the people working on it. Effective training programs also help employees to focus on their different career development, which ultimately assists in achieving both organizational short and long-term objectives. So the banks should provide training programs to heighten their knowledge and skills to satisfy the customers.

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Appendix

Questionnaire

A Study on Training and Its Impact in Banking Sector

1. Name of the Bank:..……..……
2. Type of Bank: a) Public b) Private
3. Name of the Employee:..……..……
4. Gender: a) Male b) Female 5. Age:……..……..……
3. Designation:…… 4. Department:……
5. Duration:……...
8. Level of Job: a) Lower Level b) Middle Level c) Top Level

SN	Particulars	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Training programmes are well planned					
2	In your opinion, Training must be provided on regular basis					

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3	Training programmes are periodically reviewed and improved					
4	Training and development increase the skill of employees					
5	Training enhance the quality of services being performed by employees					
6	Training enhance the efficiency and effectiveness of the work being performed by employees					
7	Training minimize the faults in operations					
8	Training improve the leadership and managerial skills					
`9	Training reduce the stress level of employees					
10	Training help employees in promotion and other monetary benefits					
11	The trained employee gets location facility					
12	The training program is helpful in personal development					
13	The training program is helpful in professional development					
14	In your opinion, Training must be part of every employee's Job					
15	You are satisfied with the training program offered by the organization					

The Type of Training Used by the Organization

SN	Particulars	Never	Sometimes	Mostly	Often	Always
1	COACHING (a senior guides the junior or new entrant)					
2	JOB ROTATION (Systematically the trainee is moved from one place to another)					
3	SPECIAL TASKS (Assigning tasks to employees to increase their knowledge base)					
4	LECTURES (Lectures on specific issues and topics)					
5	SEMINARS (Experts from outside organization are called to discuss specific issues)					
6	CASE STUDIES (Written material is provided regarding organization problems and events)					
7	INFORMAL LEARNING (Colleagues and friends discuss matters informally)					
8	JOB INSTRUCTIONS (Written instructions are provided regarding procedures)					

Which Training is best you think?

.....

.....

Signature .....

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What Motivates Consumers to Shop Online? An Empirical Study on Kano City, Nigeria

By Sani Shuaibu Sagagi & Dr. Ramesh Kumar

Abstract- Shopping has become inevitable activity in modern society. There are several means of shopping, i.e. traditional and online shopping. Although, the technology evolved over the years, however, peoples take more times to accepted and adopted it in their daily life. Motivations to engage in retail shopping includes both utilitarian and hedonic dimension. Business conducted over the internet (web-shopping) provide an expanded opportunities for firms to come-up with cognitively and esthetically rich shopping environment in way and manner not readily imitable in none electronic shopping. In this study, Basic Necessity, Fun, price, trust, privacy, and convenience was identified as the main motivational factors. Furthermore, attitudinal model was also looked at; integrating construct drives from model of web–behavior.

Keywords: *online shopping, consumer behavior, motivation, hedonic, utilitarian.*

GJMBR-A Classification: *JEL Code: D91*



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Sani Shuaibu Sagagi [α] & Dr. Ramesh Kumar [σ]

Abstract- Shopping has become inevitable activity in modern society. There are several means of shopping, i.e. traditional and online shopping. Although, the technology evolved over the years, however, peoples take more times to accepted and adopted it in their daily life. Motivations to engage in retail shopping includes both utilitarian and hedonic dimension. Business conducted over the internet (web-shopping) provide an expanded opportunities for firms to come-up with cognitively and esthetically rich shopping environment in way and manner not readily imitable in none electronic shopping. In this study, Basic Necessity, Fun, price, trust, privacy, and convenience was identified as the main motivational factors. Furthermore, attitudinal model was also looked at; integrating construct drives from model of web–behavior.

Keywords: online shopping, consumer behavior, motivation, hedonic, utilitarian.

I. Statement of Intended Contribution

The findings of this study will redound to the benefit of society, as internet justifies the needs for an effective marketing approach. The main aims of the study is finding out the motivational factors which influences consumers decision for online shopping in Kano city, Nigeria. The study finds seven major factors which motivates consumers to shop online. The factors were carefully chooses to reflect the main motivational aspect which consumers considered when making purchases from online stores. Many researchers in Nigeria, who writes in academic journals concerning online shopping, have their research focus on E-Business and its impacts on Nigerian economy, and how consumers responds to the offerings by those firms currently operating in the country, and the challenges of online shopping from firms and consumers perspectives. This study focused on Kano city, which the most populace city in Nigeria, and commercial Hub of northern Nigeria. Though the focus is within the vicinity/metropolis of Kano, further research is possible by engaging rural populace and other major cities of northern Nigeria. The variables identify in this research may not be sufficient rather more variables are to be considered in future research. Researcher may also look for factors that influence consumer satisfaction and loyalty. Furthermore, the study is vital to the government for policy formulation to regulate and control online transactions in the country, to check mate internet fraud which hinder people acceptance of online transaction in Nigeria, particularly northern part of the country.

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II. Introduction

The primary goal of a business is to offer products and services that best serve their consumers need. A business which fulfills the consumer's needs with satisfaction is more successful than its competitors, as satisfied consumers tend to makes repetitive purchases. In a virtual market place, meeting consumers' needs and expectations becomes even more important. Word of mouth, electronic messaging and buying on the basis personal recommendation can make or break commercial reputations; these reputations are quickly built and destroyed on the internet. The internet has propelled the changes of attitude and behavior of consumers all over the world. Due to this blessing, online shopping has emerged and influenced the lives of the ordinary consumers. As online shopping is getting popular, consumers now consider several factors while planning to purchase a particular product from the online platform. Cheema, et. al. (2012) cited Monsuwe, et.al. (2004), online shopping is a shopping behavior of a consumer in an online store or website used for online purchase purpose. Bin Dost, Iliyas, and Abdul Rehman (2015), argued that, online shopping is increasing day by day, whether it's for clothes, electronics, jewelries, e.t.c. many websites are introduced to cater for this increasing demands for comfort and convenience. Online shopping is fast becoming the way to make all your purchases, whether you are at your office, or at the comfort of your couch. Tricks of the trade like cash on delivery and special discount on online purchase have been able to attract people easily. Schneider (2011), retailing is undergoing a process of evolution which is poised to undergo a dramatic transformation. Laudon, and Laudon (2012), the phenomenon of E-commerce had an interested history, in the mid 1990's e-commerce grew rapidly until year 2000, when a major down turn occurred.

III. Objectives of the Study

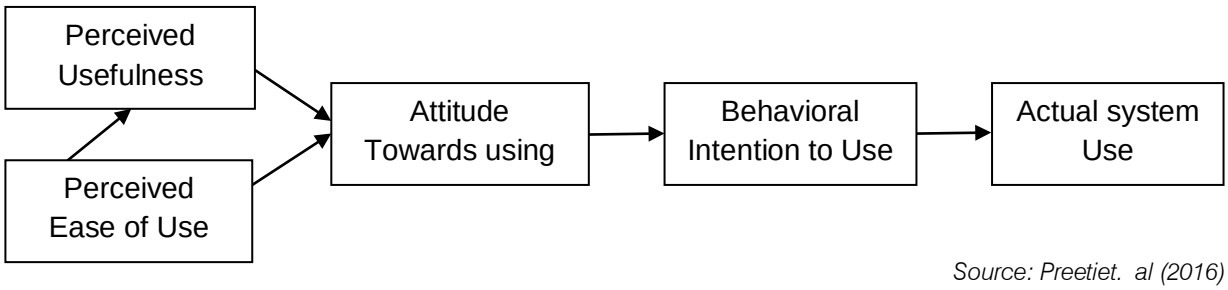
- To determine the factors that motivates online shopping behavior of consumer.

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- To determine the consumers attitudes and behavior towards online shopping
- To measure utilitarian and hedonic motivational factors of online purchases

IV. Conceptual Framework

The technological acceptance model forms the conceptual framework for this research. The technology acceptance model, being an upgrade of the technological determinism theory is an information systems theory that models how users come to accept and use information technology. Childers, et. al. (2001) stated that, the model was developed in 1986 by Fred Davis to predict the acceptability of an information system, which is determined by those factors: perceived usefulness (PU), perceived ease of use (PEOU), perceived enjoyment (PE). Perceived usefulness (PU) is defined as being the degree to which a person believes that the use of a system will improve his job performance. Perceived ease of use (PEOU) on the other hand refers to the degree to which a person believes that using a particular system would be free from effort. Perceived enjoyment (PE) is the customer's perception that by shopping online he or she will have fun. Preetiet.al. (2016) TAM states that, decision of the users in terms of accepting new technology is based on the two assessments' related to the expected outcomes: (i) perceived usefulness (PU), which is defined as the users expectation that the use of new information technology could result in improvement in the job performance. (ii) Perceived ease of use (PEOU), defined as the extent to which the user believed that the use of a particular information technology would be effortless. PU and PEOU have been considered as vital in determining the acceptance of individual and the use of information technology.



Source: Preetiet. al (2016)

Munoz-leiva, Climent-climent, and Liebana-cabanillas (2017) TAM has been regarded as the most robust, parsimonious and influential model in innovation acceptance behavior. The TAM model states attitudes towards use of new technology as a construct by two perceived variables: usefulness and ease of use. The approximation to this construct is based on measures to determine how systems allow you to perform task faster, increase productivity, performance and work efficiency. These attitudinal models are based on the benefits' provided by information system (IS), eliminating the negative traits of its use. The model are based on the information processes that lead to intention to either accept or reject technological innovation. Munoz-leiva, Climent-climent, and Liebana-cabanillas (2017), cited Davis (1989) perceived usefulness is the degree to which a person believed that using a specific systems will increase his or her job performance. On several occasion perceived usefulness has also been seen as a perceived related advantage. Munoz-leiva, Climent-climent, and Liebana-cabanillas (2017) cited Rogers (2003) considered a similar construct named "Relative Advantage" defined as "The way it is perceived as being better than its predecessor".

Childers, et. al. (2001) The technology acceptance model postulates that the use of an information system is determined by the behavioral intention, but on the other hand, that the behavioral intention is determine by the persons attitudes towards the use of the system and also by the perception of its utility. There are also other factors the consumers will consider in rejecting online marketing. These factors are: inability to use the internet and inadequate internet connection, lack of trust, delivery in time frame and payments gateway problems Asemah (2011). The model is relevant to this work, in the sense that it provides an explanation into why the internet, being a recent technology of communication, is adopted by users for their marketing communication activities, such factors responsible for the acceptance and adoption by most users are the perceive usefulness and ease of use with perceived enjoyments it offers and other factors such as trust also influence its usefulness. (Ekwueme, Akagwu and Nehemiah 2017)

V. Review of Related Works

Rehman et al (2018), ASIA Pacific Region is leading the growth of online shopping as compared to the matured market like USA, UK, Japan and European countries. The Asia pacific region recorded the massive growth especially china. Rehman et al (2018) further argued that, unlike physical store, all the goods in online store are described through text, photos and multimedia files. Some online consumers are adventurous, fun seekers, and shopping lovers. Kavitha, (2017) online shopping is a form of electronic commerce whereby

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consumers directly buy goods or services from a seller over the internet without an intermediary service. Online shopping becomes more popular into people's daily life, many prefer online shopping to traditional shopping especially in the technologically advance society. Kavitha, (2017) further states that, a lot of shoppers are using the internet, as it provides a lot of advantages to shoppers. It saves time and enabled shoppers to avoids crowds, while certain products are substantially cheaper and allow them to purchase products from anywhere anytime in the world. By shopping online, consumers are able to compare prices easily, many large retailers display affiliates link and refer their costumers to similar products which adds to the variety of products available there. Poturak (2018), online shopping industry had expanded so much and so many people buy products online. Consumers are getting familiar with benefits of online shopping, but at the same time a lot of people still choose traditional way of purchasing and have reason for it. However, there is growing trends towards online shopping and this is becoming more and more popular. Kavitha (2017) online shopping makes shopping easier and life become easy too. There is various reason of shifting the consumers buying behavior/patterns towards online retail shops. The facility of competitive products on the basis of price, color, size, and quality is one of the biggest benefits of online shopping.

Simbolan (2015) cited Gintin, and Hartimbul (2011), consumer behavior is a personal action in getting, using, making goods and economic services in making decision before setting action. Bennet (1989) consumer behavior is the way a person acts towards a particular idea or situation that require his or her response. Blithe (2008) one of the vital aspect of consumer is market segmentation, because consumers within the segment are more or less similar in terms of product need and desire. Poturak (2018) convenience is the most vital factor consumers considered when shopping online. People prefer staying at the convenience of their homes and choose products and finished the purchase process by just mouse click. Many customers used traditional shopping (offline) to avoid delivery fees, and have their products or services instantly. Simbolan, (2015) believed that, managers depends on the consumer research to obtain the respond on the market builders, peoples who involves in purchasing, purchasing time and place of the consumer. According to Simbolan, (2015), the task of manager is to understand anything in awareness of buyer between the external stimulant and decision of buyer. He further stated that, decision making of consumer is various based on the type of purchase decision. A complex and expensive purchasing involves any consideration of buyer and participant. Hawkins and Motherbaugh (2010) identified need recognition, problem awareness, information search, evaluation of alternatives, purchase and post purchase evaluation as part of the process in consumer decision process. Simbolan 2015 cited in Abdullah and Tantri (2013) outline, four types of consumer purchases based on the involvement of buyer and difference level of trade mark namely:

Complex purchasing behavior; Purchase behavior minimizes unsuitability;

Purchase behavior conventionally; Purchase behavior requires variation.

Besides the types of consumer purchase behavior, other factors such as cultural factors, social factors, personality factors and psychological factors also influence consumer behavior. (Simbolan, 2015, cited in Nugroho, 2005). Hawking and Mothersbaugh (2010) identifies need recognition, problem awareness, information search, evaluation of alternatives, purchase and post purchase evaluation, as part of the process in consumer decision process. Payne (2012), stated that, consumer recognize a gap between their desires and state of need, they will further search for information on products that will satisfy that desire, form a consideration set of products, to be able to make a decision and purchase from those alternatives, they also evaluate the purchases. Rehman et al (2018) Day-by-day taste, preference and choices are varying regarding different factors. However, this development needs some more understanding related to the consumer's behavior. Rehman et al (2018) cited in (Vrender 2016) consumer behavior research identifies a general model of buying behavior that depicts the processes used by consumers in making a purchase decision. Those designs are paramount to the marketer as they can explain and predict consumer purchase behavior. Rehman et al (2018) cited in Jarvenpaa and Todd (1997) who proposed a model of attitude, behavior, and shopping intention towards internet shopping in general. The design includes several indicators classified into four broad categories like product value, quality services offered via the website, the shopping experience, and the risk perception of the online shopping.

Childers et. al. (2001) cited Hirschman and Holbrook (1982), described consumer as either problem solver or one seeking fantasy, fun, arousal, sensory, stimulation, and enjoyment. This dichotomy had been represented in the retail context by themes of shopping as work versus the festive more enjoyable perspective on shopping as a fun. Childers et. al. (2001) stated that many motivations exist as shopping goals, but most topologists consider instrumental and hedonic motivations as fundamental to understanding consumers shopping behavior, because they maintain a basic underlying presence across consumption phenomena. Childers et. al. (2001) cited Sherry (1990) in utilitarian view; consumers are concerned with purchasing product in an efficient and timely manner to

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achieve a goal with a minimum irritation. This classification of motivation is consistent with perspective on the adoption of interactive shopping behavior as a new form of technology assisted shopping. Childers et. al cited Davis (1989, 1993); Davis, Bergozzi, and Warshaw, (1989) who develop technology acceptance model (TAM) to understand new technology adoption in work place. TAM postulated several conceptually independent determinants of individual attitudes towards accepting and using on the job–related new technologies. The first is the perceive usefulness (PU) of the new technology, which is the degree to which using the new technology or systems will improve work performance of an individual. The second determinant is perceive ease of use (PEOU) which is the process leading to the final outcome. The latest addition to the TAM determinant is perceive enjoyment (PE) or enjoyment construct, which refers to the activity of using the system provides reinforcement in its own right. (Childers et. al (2001) cited Davis et. al, (1989).

Utilitarian and Hedonic Motivation: Childers et. al cited Barbin, Dardin, and Griffin (1994) the characterization of technology adoption is consistent with research on retail shopping behavior, which supported the presence of both utilitarian and hedonic motivations. The instrumental or utilitarian goal-directed factor envisioned the consumer as thoughtfully considering and evaluating product-related information before making purchases against the hedonic aspect or the pure enjoyment and fun of the shopping experience. According to the TAM concept, enjoyments consists the hedonic part of shopping, usefulness of the interactive media was seen as reflecting the more instrumental part of shopping. While some consumers may be shopping primarily for instrumental purposes, others may be enjoying these interactive media, and therefore both factors can affect their attitudes towards using interactive form of shopping. In this study, enjoyment play a greater role in predicting the adoption of interactive form of shopping, than in more performance oriented setting employed in past studies. This distinction can be extended because some consumers shop for hedonic reason while other consumers may be motivated to achieve more instrumentally oriented goals.

Methodology: Data was collected using single method, through the use of specified instruments. The instruments were completely standardized questionnaires which will comprise two sections. The first will be aimed at collecting general data from the respondents; the questions will be normally scale and come with pre-established categories for options. The second section will be aimed at collecting data directly pertinent to the study. Considering the research objective, a likert five-point scale ranging from strongly agree to Not sure will be employ to collect a quick response from the respondents.

Populations of the study: 500 questionnaires were distributed to the respondents in Kano state Through the use of cluster sampling. The target respondents were between the ages of eighteen to sixty years (18-60) and have the income to shop online and know about online shopping.

Limitation of the Study: as the scope of the study denotes, the study is limited to Kano city Nigeria. Further study is possible by engaging the rural populace and other cities to make the study more general and inclusive.

Significance of the study: The findings of this study will contribute greatly to the benefit of society, considering that marketing activities plays a vital role in today's technology. The business conducted over the internet justifies the needs for effective marketing approaches. From the Business perspectives, The findings of this study will provides a guidelines to the managers about the attributes that motivates consumers to shop online, from products and service quality, security, payment gateway, trust-worthiness, mode of delivery channel, pricing and marketing strategy. Thus, the firms that conduct online shopping in Nigeria or wish to enter the Nigerian market, and apply the recommendations about factors that motivate consumers to shop online, derived from this study will be able to handle consumers and knows their shopping behaviors and the factors that motivate those shopping behaviors. The managers will be guided on what consumers expect from the firms. Managers must maintain the pay on delivery policy to gain and maintain trust among the costumers. If the managers consider these factors, they might have a competitive advantage in the virtual market.

All the respondents indicate that, they are aware of online shopping and online stores operate in Nigeria.

Table 1: Demographic Distribution of the Respondents

Sex:	Male	312
	Female	135
	Total	447
Age:	18-30	241
	31-40	162

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	Above 40	74
	Total	447
Employment Status:	Employed	311
	Self-Employed	136
	Total	447
Educational Level:	College Grad	127
	Univ. Graduates	251
	Masters	62
	PhDs	07
	Total	447
Earned Income =N= (000)	10-30	107
	31-50	65
	51-80	100
	81-99	120
	100 and above	55
	Total	447

Table 1 shows the demography of the respondents, the male folks out numbered their female counterpart. Youth population age (18-30) constitutes more than 50% of the respondents, which shows that, youth in Kano state engage in online shopping than their counterpart age (31 and above). The table also shows that online stores are patronized by both self-employed and public/private sector employees. University graduates also consists more than half of the respondents, which indicates that university graduates are the purveyors of online shopping in Kano state. Those with the five (5) figure income (=N= 10,000.00 – =N= 99,000.00) constitutes more than 85 % of the respondents who shop online compared to those who earned more than five figure income (=N= 100,000.00 and above).

Table 2: Motivational Factors and their Responses

Responses					
Questions	SA	A	SDA	DA	NS
Fun/Joy	356	41	20	15	10
Basic necessity	381	40	9	6	11
Convenience	341	81	5	13	7
Price	302	95	30	5	15
Trust	294	63	65	9	16
Delivery	309	78	19	27	14
Privacy	239	148	10	32	18

Keys: SA =Strongly Agree, A = Agree, SDA = Strongly Disagree, DA = Disagree, NS = Not Sure

Table 2 shows the seven (7) research questions and the five likert responses of each question. The first ask the respondents whether they see online shopping as a fun/enjoyment thing to do, which 88% of the respondents agreed and remaining disagreed and not sure respectively. 94% of the respondents agreed that online shopping is nothing but basic necessary thing to do. Almost 95% of the respondents engage in online shopping because of the conveniences it offers, while 89% of the respondents patronized online stores due to the relatively cheaper price and price discount than traditional stores. 79% of the respondents believed that trust is what motivated them to shop online, while 86% shop online due to free delivery and delivery policies of the online stores. Finally, 86% of the respondent believed that, relative privacy of the online shopping is what motivates them to shop online.

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VI. Conclusion and Recommendation

The study finds that, both utilitarian and hedonic factors motivate consumers to engage in online shopping. Basic necessity which is utilitarian aspect appears to be the main motivating factor, followed by convenience and other hedonic factors. The study appears to help online firms to identify necessary factors that will actualized the business goals of controlling the larger market, by enabling them to compete effectively in the fast expanding virtual market. The study shows the demography of the respondents which will help the firms to tailor their marketing strategies towards a particular segment that is by tailoring their marketing strategies towards the younger generation. The study will also be useful to brick-and-mortar retailers who want to grab the potential online retail market by better understanding the consumer's motivating factors that shape their purchase decision. The findings of the study will also provide a guidelines to the managers about the attributes that must be included in their products and service quality, security, payment gateway, trust-worthiness, mode of delivery channel, pricing and marketing strategy. The finding of the study also, will guide the firms to know the main motivational factors of consumers in a virtual market like Delivery, convenience and privacy. Thus, the firms that conducts online shopping in Nigeria or wish to enter Nigerian market, needs to carefully looks into those factors and tailor their marketing strategies around them. The managers also, must maintain pay on delivery and trade discounts to attract non-costumers.

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The Internal Communication Barriers: A Communication Audit Report of a Nonprofit Organization

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Abstract- *Purpose:* The purpose of this research is to investigate the root cause of the Internal Communication Barriers within a non-profit Catholic religious organization which examined three research questions to arrive at a construct.

Design/methodology/approach: The research methodology used in this study is the semi-structured interview with the use of open-ended questions. An audiotape is used to record the findings from the research, and the data generated were analyzed and transcribed using qualitative research and thematic analysis.

Findings: This study revealed that the internal communication barriers within this organization have to do with several contributing factors such as (the lack of staff meetings, unwillingness to open communication, the lack of entertaining feedback).

Keywords: *communication audit, internal communication, communication structure, feedback, leadership effectiveness, thematic analysis, semi-structured interview.*

GJMBR-A Classification: *JEL Code:L30*



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Findings: This study revealed that the internal communication barriers within this organization have to do with several contributing factors such as (the lack of staff meetings, unwillingness to open communication, the lack of entertaining feedback).

Research limitations/implications: The study showed limitations like the withholding of valuable information by some research participants, the unwillingness to communicate effectively, and the consciousness of time.

Practical implications: Some practical implications affecting the organization are the lack of feedback or low listening capacity between top managers, supervisors, the subordinates, and the communication network challenging the internal environment of the organization.

Originality/value: This study emphasizes on the values/relevance of communication audits within organizations and how effective communication within organizations can bring about employee communication satisfaction, trust and bonding, supervisor-employee and manager-leadership relations, in turn, bring about increased organizational productivity.

Keywords: *communication audit, internal communication, communication structure, feedback, leadership effectiveness, thematic analysis, semi-structured interview.*

I. Introduction

Internal Communication is the foundation of all organizations strategies because it involves not only the management and the staff alike but also on the effective communication within an organization. Recent literature (Linjuan, 2014; Odine, 2015; Omilion-Hodges & Baker, 2014) described Internal Communication as a tool for communicating within organizations.

The objective of this study is to conduct an inquiry or examination into the root cause of the Internal Communication Barriers within a non-profit Catholic religious organization which examined three research questions to arrive at a result. The study critically observed the following research questions: 1) what is the root cause of the Internal Communication Barriers within the Organization? 2) How are the communication structures of the organization affecting the people? 3) why are the leadership style and the management decisions of the organization influencing employee behavior?

The researcher is motivated to pursue this research topic for two reasons: a) to find out the reasons behind the inadequate use of the communication structures that exist within the organization, and b) Communication Audit has never been carried out within the organization and pursuing this research means that it is the first-ever to be carried out within the organization.

The research methodology used in this study is the interview method (semi-structured interview, with the use of open-ended questions). An audiotape is used to record the findings from the research, and the data generated were analyzed and transcribed using qualitative research and thematic analysis. This study interview is done in the conference room of the organization, and the population of interest was selected at random using a systematic random sampling technique. Ten participants partook in the interview to cut across all the various psychological groups within the organization. The research participants are recruited from the Human Resources, the Finance, the Administrative, the Security, and the Managerial Departments of the organization.

The ethical concerns raised by the research were the confidentiality issue, which formed the major problem of the study. The code of the research conduct observed in this study was respect, confidentiality, integrity, and responsibility.

The result of the Mini Communication Audit showed that the internal communication barriers within this organization have to do with so many factors among them are, the lack of staff meetings, unwillingness to open communication, etc. The study showed limitations like the withholding of valuable information by the management participants and consciousness of time.

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Recommendations and strategies for changes in the communication practices of the organization are suggested and that, if not immediately implemented, can cause serious harm to the organization's productivity.

II. Literature Review

a) Communication Audit

An audit is described as an independent review or examination of records and activities that assess the adequacy of an organizations systems to ensure compliance with created policies and procedures and to recommend necessary changes in the policies and procedures of organizations. According to Tourish & Hargie (2017), Communication Audit helps organizations to figure out the communication barriers within an organization and proffer strategies to ensuring effective communication channels within organizations. In that, Communication Audit try to find the exact problems associated with organizations internal and external communication environment. Smith (2017) described Communication Audit as a planned research method that identifies organizational strengths and weaknesses of its internal and external communication structures. Communication Audit also identifies the communication loopholes within an organization and provides information to decision-makers, giving them room to digest this information in the making of a very construct decision (Besterci and Hazel, 2014).

The goal/relevance of this mini Communication Audit will have for the organization is that the audit looked at the root cause of the internal communication barriers within the organization and provided vivid representation of the communication structures (downward, upward, and horizontal communication) of the organization which seek to find out how well top managers, supervisors, and the subordinates are communicating within themselves. Lastly, the mini Communication Audit will recommend strategies that can enhance effective communication practices within the organization.

The result of this mini Communication Audit is used to develop a strategic internal communication plan such as a well-defined specific goal of the internal communication within the organization and a clear and consistent sharing of information or messages that develop a sustainable long-term focus that can strengthen effective communication within the organization. Hume (2015) suggest that in creating an internal communication plan or strategies, organizations must be reliable and consistent in their messages and identify the perspectives of their communication.

b) Internal Communication

Modern organizations have overlooked their internal communication structures, but sufficiently giving more attention to their external communication environment (Hume, 2015; Omilion-Hodges & Baker, 2014). Internal Communication plays a role in the daily survival of any organization (Bharadwaj, 2014). The different communication networks that exist within the organization are formal and informal communication. Formal communication is the structure of the organization following a chain of command. The formal is grouped into the downward, upward, and the horizontal. From downward, messages flow between managers to the supervisors and then to the subordinates. From upward, information flow from employees to the supervisors and then to the managers. The horizontal is the communication that flows between the various departmental heads or between peers/employees. The informal is the unofficial way of carrying out information in the organization like the information concerning staff welfare, dismissal, or query. The structure of an organization's communication reflects the growth and pattern of the society it serves. Internal Communication (according to Bekele, 2017) is the communication that exists within an organization and between employees. This type of communication can take any shape like face-to-face communication, emails, SMS, letters, etc.

c) Barriers to Effective Communication

There are so many barriers facing effective communication. These challenges are known as barriers to effective communication or environmental factors. In recent literature, Patako and Yazdanifard (2014) posit that communication is a composite and often difficult process for managers and employees. However, communication barriers come from both the managers and the employees, which hinder or deviate the real meaning of a message and frustrate clear, open, and satisfactory communication in the organization. Noise as one of the environmental factors that affect effective communication within organizations is unwanted interference, usually associated with the delivery of a message. According to various Organisational Psychological Literature (Agarwal & Gary, 2012; Conrad, 2014; Rani, 2016), the barriers that hinder successful communication includes message overload, lack of feedback, and physical challenges, etc. Message overload may arise when an individual receives too much information at the same time. Physical barriers such as the nature of the environment, which can lead to environmental factors like noise, which the organization have no control over. The lack of feedback or who to report to in certain situations can equally affect effective communication within organizations. For example, noise and lack of feedback are affecting the organization. A communication barrier is a factor that hinders the successful receiving or understanding of a message an employee or employer use from passing information, their ideas, and message across (Rani, 2016).

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d) Qualitative Research

According to (Anyan, 2013; Braun & Clarke, 2013), qualitative research is a methodology that employs the use of data, collected, and analyzed differently. Qualitative research is a scientific research method consisting of an investigation that seeks to answer a research question using procedures to collect evidence. Braun & Clarke (2014) literature suggest that qualitative research offers urgent attention insights into real-life experiences.

e) Thematic Analysis

The thematic analysis offers a wide range of comfortable to teach and understand fundamental introduction to qualitative research analysis (Braun & Clarke, 2013; Clarke & Braun, 2013). Furthermore, the literature also suggests that thematic analysis suits a wide-angle of research and theoretical approach, and it is an essential technique because it works with different kinds of research questions forming people's experiences. Thematic analysis is useful for analyzing various data from primary to secondary data such as focus groups, interviews, etc. Besides, the thematic analysis offers a very flexible method of qualitative analysis and provides easy to understand data analysis, proffer solutions, and better judgment to research findings.

f) Research Questions

This study examined three research questions, which include: 1) what is the root cause of the Internal Communication Barriers within the Organization? 2) How are the communication structures of the organization affecting the people? 3) Why the leadership style and the management decisions of the organization influencing employee behavior?

g) The Interview Method

The mini Communication Audit used the interview method precisely, the semi-structured interview method to process findings and open-ended questions to interview the participants. The interview method, according to research, builds an ethical connection between the interview recipient and the interviewer. In (Levashina, Hartwell, Morgeson & Campion, 2014) piece of literature, the interview method is easy to use a device and cheaper to use instru ments. Brinkmann (2014) notes that semi-structured interview provides some shape based on the research interview guide and allows for a flexible room for the respondents to respond according to his or her own free choice without much planning. The literature also states that the interview method can be structured or unstructured, and most, if not all, qualitative research or interview methods are conducted in a semi-structured way employing the use of open-ended questions.

The reason for this chosen method is that participants were more comfortable engaging in a one-to-one conversation with the researcher. The use of the interview method of conducting research creates an avenue of getting to see the participants air their views in person other than a reported speech and gives an adequate room for finding out more about the research. The use of gestures and confidence levels of the participants can only be observed with an interview (Brinkmann, 2014; Levashina et al., 2014; Spector, 2012). The disadvantages are that it can be biased and lack fairness if not adequately checked, especially where the process is unstructured (Spector 2012, p.116).

The interview for the study is conducted in the conference room of the organization, and an audio recorder is used to extract information from the participants. The semi-structured interview method lasted only 30 minutes for the employees and 20 minutes for the managerial team. This was so because the management participants were unwilling to give out useful information and were equally conscious of time. The interview contained seven questions, and some of the questions asked were: how the participants viewed communication within their organization? How well are they been communicated to within their departments, with their supervisors and managers, and among their colleagues? What method of communication do they prefer within their organization? What is the possible root cause of the internal communication barriers within their organization?

h) Ethical Concerns

Ethics is a principle showing the relationship between right and wrong behavior. It is the standards that govern a person, especially a member of a profession. Resnik (2015) defined ethics as a technique, guideline, or procedure for deciding on how to act and the analysis of a difficult issue. Several different reasons are eminent to agree to ethical rules in research. Research ethics promotes honesty and moral conduct and enables the research participants to freely participate if they perceive fairness, respect, and integrity in consenting to research work.

The code of the research ethics employed in this study is Confidentiality, Respect, Integrity, and Responsibility. The ethical concerns raised by the research were the confidentiality issue, which formed the major problem for the study. The managerial participant was unwilling to give any information regarding the interview and was so conscious of time even though an agreement is reached regarding the use of time and how the study will take place.

According to the British Psychological Society code of ethics and conduct (2009), researchers must respect and value the rights of each participant and their decisions to participate or consent to research work. Also, confidentiality is a must in all research works, and no way, should researchers disregard confidentiality in research ethics. Resnik (2015) literature also suggest that ethical standard (such as responsibility, respect,

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confidentiality, and integrity) promotes values in research and guides against falsifying or fabricating results, avoidance of errors, and the building of trust among research participants and researchers. In that, ethical norms reduce conflicts of interest and respect the right of the people, particularly where it involves human participants.

III. Methodology

a) Procedure

All the ten (10) participants received a consent form and an information sheet containing details regarding the research. After careful study of the information sheet, the participants signed a consent form to show acceptance to partake in the study. Each of the participants voluntarily consented to take part in this study.

b) Interview Participants/population of Interest

The chosen organization is a not-for-profit Catholic religious organization which has a population of thirty-five people. The sample of interest was selected at random using a systematic random sampling technique. This strategy is described as a process whereby every fifth person in the sample of interest has an equal opportunity of been selected at random. This sampling method was appropriate for this study because of the size of the organization. Among the ten participants, two representatives each is recruited from the Human Resources, the Finance, the Administrative, the Security, and the Managerial department of the organization to show anonymity. The participants consist of five males and five females ranging between the ages of 29-45. The research participants' role in the organization is as follows: the head of the finance team (supervisor) whose duties include the daily supervision of the income and expenditure of the organization and an employee in the finance department. The Assistant Supervisor in the administrative department whose role involves assisting the administrative head of the organization's psychological group and a subordinate in the admin department. The head of security and assistant security. Last of all, the two participants in the management department role consist of managing the entire psychological groups within the organization. These participants are chosen because their opinions form the opinions of the respective groups within the organization.

IV. Analysis

The mini Communication Audit is analyzed using the qualitative research method and thematic analysis. The data gotten from the interview were carefully listened to by the researcher to identify meaningful themes/codes for the research. The audiotape was played several times and systematically reviewed to ensure that useful information regarding the interview has been extracted, transcribed, and coded. The interview revealed nine themes, that were grouped into four key codes. These themes were as follows: 1) The Communication line is thin, 2) Face-to-face Communication is the height of it all, 3) Communication with top bosses is usually at the dying minutes, 4) the leaders are blindfolded to the ideas of the people. The following paragraph will show the result in each theme.

V. Result/Findings

a) The Communication line is thin

The first theme that emerged in the interview is the communication line within the organization is thin. All the participants that are interviewed agreed and described in detail how their organization is lacking effective communication. According to Conrad (2014), poor communication within organizations causes most of the work problems resulting in communication barriers. The participants believed that effective communication within organizations creates a safe working environment, which makes work more productive. As one of the participants in the finance department described:

In my organization, there has not been a high level of effective communication. The communication line is thin. Information is not communicated to the people, and when you are trying to figure out what to do, there is a change of plan in the message received, causing a lot of communication gap not only within the finance department but also around the organization.

From the above statement, it shows that effective communication is an obstacle challenging the organization. All the participants believed that effective communication is a way of freely disseminating information among persons.

b) Face-to-Face Communication is the height of it all

The second theme generated and analyzed from the interview is the face-to-face communication is the height of it all. Respondents favored the use of face-to-face interaction. The mode of communication employed in the organization were letters, SMS, emails, and face-to-face discussion. The participants said they value face-to-face communication more often in the sending of messages.

The participants responded differently and gave reasons for their favoring face-to-face Communication. They said:

Face-to-face communication builds personal contact. Sometimes communicating through letters or emails, we might not get a better picture of the message. But through personal interaction, I can understand the conversation and be able to express feelings regarding the instantaneous flow of the information.

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Face-to-face communication is paramount, and it is the height of it all. Other aspects of the communication modes such as (emails, letters, SMS) are all attached to face-to-face communication.

Face-to-face communication affords you the time to be able to walk up to your colleagues and employers, talk about issues that bother on the department, and get direct feedback from them.

In summary, through face-to-face communication, you get a better understanding and a better result of what is communicated. In other words, despite the massive support of the face-to-face communication within the organization, the level of communication within the various psychological groups of this organization has not been so smooth.

c) *Communication with Top Bosses is usually at the dying minutes*

The third theme established in the analysis of the interview is the communication with top bosses is at the dying minutes. This theme revealed the lack of mutual understanding between the managers, supervisors, and their subordinates, which is affecting employee behavior. In describing the reasons behind this behavior, the participants in the finance, administrative, and managerial department explained it to be:

Communication with top bosses is usually at the dying minutes, and as such, there is no mutual understating within the communication structure of the organization.

As someone in the finance department, I need to have every time communication concerning income and expenditure and how it is disbursed or distributed. Sometimes I just follow instructions because there is not much I could question, and I am solely an employee who fears for the loss of my job.

There is not much I could do regarding the lack of mutual understanding. As a manager, I try my best to ensure I communicate to the subordinates the little way I can.

In a nutshell, this theme revealed the root cause of the internal communication barriers within the organization has to do with the lack of mutual understanding within the communication networks such as the (upward, downward, and horizontal communication) of the organisation. There is no walking relationship with top bosses, and as such, if one cannot communicate with their managers and supervisors, then, there is bound to be lapses in the communication patterns of an organization.

d) *The Leaders is blindfolded to the ideas of the people*

In line with the research questions examined by the mini Communication Audit, this final theme revealed the ultimate root cause of the internal communication barriers within the organization. The managerial participants do not speak much about this part, but participants in the finance, the administrative, and the security department of the organization spoke at length. The respondents believed that the leadership style, ego, and much more are all the root causes of the internal communication barriers within the organization.

As one respondent mentioned

The leadership style, as well as the negative ego of the managers, is also posing as the root cause, attaching so much importance to self, and blindfolded to the ideas of the people.

Likewise, the two participants in the finance department identified another root cause of the internal communication barriers within the organization as:

The lack of coming together to have meetings and to share ideas. Also, the lack of welcoming feedback to see ways to improve the organization and not creating good enough room for the people to air their views or partake in the management decisions of the organization.

There are a lot of leadership styles, and different people think they could exercise their rights the way they can. Autocratic leader or a dedicator where my final say must count poses a lot of problems, this type of leadership affects the organization from growth, which is the type we are practicing.

In all, the last theme showed that the root cause of the internal communication barriers within the organization is diversified into different classes: a) the lack of not been in contact with direct bosses, b) not believing that employees can make decisive, effective decisions, c) lack of staff meetings which can help point out some of these barriers, d) and the leadership style or practice within the organization.

VI. Summary of key Interview Findings

To create effective communication within organizations, managers must seek employees' opinions or ideas. The mini Communication Audit interview result showed that Internal Communication within this organization is faced with many challenges. Effective communication has an impact on effective decision-making (Odine, 2015). The respondents all favor the use of face-to-face communication as their best method of communication. Current literature (Marit, 2014; Mishra, Boynton & Mishra, 2014; Linjuan, 2014), reveals that employees mostly value the use of face-to-face communication, which brings about richness to an interpersonal relationship, honesty, which creates a strong employer/employee rapport and bonding. The interview also shows that a lot is lacking, such as mutual understanding within the communication structure of the organization, and management decisions are affecting employee behavior. Conversely, the lack of entertaining feedback is causing serious ineffective communication barriers within the organization.

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So far, the mini Communication Audit and the research questions examined in the study, which form the basis for the research has identified the root cause of the internal communication barriers within the organization. The study found that there is a big gap between the communication structures of the organization, which is causing ineffective communication. According to Bekele (2017), communication effectiveness such as openness and performance feedback and the adequacy of dishing out information is related to how employees feel in the workplace and their job performance. The subordinates in the organization are greatly affected by the unstructured way in which their managers, supervisors, and employees are communicating within themselves, which is affecting their work morale and organizational productivity. The literature also suggests that communication helps to better understand the people by removing misunderstanding and creating a clearer picture of the people's opinions or ideas. Also, this study revealed that the leadership style, as well as not involving staff in the management decisions of the organization, is affecting employee behavior. As (Carvalho, 2013; Husain, 2013) noted ‘‘in a good organization practicing effective communication, subordinates should be giving room to air their opinions and positively contribute to the decision-making phases of the organization". The leaders of any organization are solely responsible for the communication flow within their organization, and many organizations lack the skills or the ability to take advantage of a good communication practice (Conrad, 2014; NIDA International Business Conference, 2017). Employees are humans and not animals, so they have the right to equally air their views, as stated by one participant in the interview. As the audit revealed, there is a lot of missing links such as (unstructured communication networks, lack of entertaining feedback, management decision-making) embedded in the communication structure of the organization that is affecting the staff of the organization.

VII. Recommendation

The mini Communication Audit has shown that there is a barrier facing the internal communication structure of the organization. For effective changes in the communication practices within the organization, the following strategies are recommended by the researcher.

The organization should practice the strategy of having staff meetings if not monthly, but at least quarterly. According to Hume (2015), one ideal way of communicating relevant information regarding an employee, decision-making, or the organization is through the strategy of staff meetings. Through staff meetings, employees can share in the management and board decisions of the organization.

Another strategy that was recommended by the researcher for changes in the communication practices of the organization is the creating of the habit of welcoming feedback. In recent literature (Kang & Sung, 2016; Voinea, Busu, Opran & Vladutescu, 2015) said any organization, manager, or boss who is a good listener and entertains feedback will be more likely to have employees who can identify and solve work-related problems. The entertaining of feedback provides employees with an avenue to express their opinions or ideas concerning their needs and challenges, which in turn can boost their work morale. This type of attitude shows that management takes and value their opinions very seriously.

And lastly, the researcher also recommended the strategy of being transparent or open to communication. Employees are one of the most internal stakeholders and critic of organizational policies. According to (Bekele, 2017; Besterci and Hazel, 2014; Odine, 2015) the focus of any internal communication is the assurance employees have the support of actively participating in organizational decisions and how they understand it can impact their work. Bharadwaj (2014) strategy on employee participation in the decision-making planning of organizations shows that employees who participate in the decision-making process of organizations creates room for information exchange and show more communication satisfaction. Leaders should embrace the practice of transparent communication as Jiang & Linjuan (2017) literature strongly emphases on openness and participation. The scholars postulate that any transparent or transformational leaders will be open to different ideas/opinions of the people and encourage employees to participate in the decision-making process of the organization.

a) Practical Implication

While auditing the Internal Communication Channels of the organization, the researcher found some practical implications seriously affecting the staff and the organization. One of these implications is the lack of feedback or low listening capacity between top managers, supervisors, and subordinates. According to Voinea et al. (2015), lack of evaluation or low listening capacity within an organization's internal communication structure or bad leadership practices shows that an organization is lacking in communication style. Another practical implication discovered is the low communication network affecting the internal environment of the organization. Research has shown that (Tkalac & Poloski, 2017) employees who are experiencing internal communication dissatisfaction show low organizational productivity, turnover intention, and decreased motivation.

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b) Research limitations

This study showed limitations as the respondents in the managerial department were very much conscious of time and their unwillingness to share information regarding the aspects that concerns the management. The mini Communication Audit showed great strengths also, as the participants in the finance, the administrative and the security department spoke at length regarding the research and gave meaning and useful information to the study.

In conclusion, the mini Communication Audit was conducted within a not-for-profit Catholic religious organization, which found great results affecting the root cause of the internal communication barriers within the organization. According to (Carvalho, 2013; Tourish & Hargie, 2017), Internal Communication Audit plays a crucial role in identifying the communication weaknesses or strengths of any organization. Communication Audit shows an organization's drawbacks in the communication structures of both their internal and external environment and seeks strategies for improving these barriers. The study used the interview method, such as (semi-structured) and open-ended questions. Ten participants partook in the research and were recruited from the human resources, the finance, administrative, security, and the managerial department of the organization to create anonymity. They include five females and five males ranging between the ages of 29-45. The systematic sampling technique is used, which selected every fifth person in the population of interest at random. This technique was appropriate for the study because of the number of the organization's population of thirty-five persons. The data of the findings were analyzed and transcribed using qualitative research and thematic analysis. The study examined three research questions in the introductory section of the audit report to arrive at a construct decision. The interview findings revealed four key themes. One of the key codes in the study which form the basis for the research showed that the root cause of the Internal Communication Barriers within the Organization has to do with the lack of staff meetings, the leadership practices of the organization, and the lack of receiving or giving feedback. Also, the result reveals that top managers are not open to communication; in that, the organization's leadership practices are influencing the internal communication structure of the organization and employee behavior. The mini Communication Audit proffers changes in the communication practices of the organization. The audit suggests that the leaders of the organization should be open to feedback and change their leadership style. As such, if this persists can lead to reduced organizational productivity.

Despite the revealing findings from the research, the study showed several challenges, to be sought out in future research. The interview findings showed bias in terms of the received responses. Participants in the managerial department gave a very brief reply to the interview questions.

Future research should address the reasons behind managers/top bosses' lack of entertaining feedback within their organizations. Also, future research should investigate the problems around the lack of mutual understanding between employers/employees within the internal communication structures of organizations. Finally, future research should investigate the external environment of this organization to get a better understanding of the organization's external environment.

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Appendix -Interview question set

1. What do you understand by effective communication in a lay man's description?
2. Why is communication important among persons?
3. How do you view communication within your organization?
4. What method of communication do you prefer among the various mode of communication

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employed by your organization, such as Face-to-Face communication, Letter, SMS, Emails, etc.?
5. Among the different psychological groups within your organization, how well are you communicated to in your department, with your managers, your supervisors, and subordinates?
6. Do the decision-makers within your organization give you enough room to contribute to the decision-making process of the organization?
7. What is the possible root cause of the communication barrier within your organization?

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Impact of Brand Equity on Consumer's Purchase Decision of Smart Phone-A Study on University Students in Chittagong, Bangladesh

By Syed Md Hasib Ahsan, Md Kazi Golam Azam, Md. Zohir Raihan, Ishtiak Bin Imam & Md. Nurul Islam

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Abstract- This study aims to measure the impact of brand equity on customer satisfaction on the Smartphone in Chittagong, Bangladesh. While conducting this study, the research adopted a model questionnaire for the purpose of doing a survey. In this study 300 respondents have been surveyed, where respondents are the university's student of Chittagong. This study examined the brand equity dimensions developed by David Aaker. A number of statistical tools such as correlation and regression analysis have been applied to analyze the collected data from the survey. Statistical software SPSS (version- 22) has been used to make this analysis. The findings of the study reflect that the brand equity dimension such as brand awareness, brand association, perceived quality, brand loyalty have a significant impact on the consumers purchase decisions.

Keywords: brand equity, awareness, brand association, perceived quality, brand loyalty.

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I. Introduction

In the modern era, consumer awareness has increased, which has led them to make a decision to buy a familiar and profitable brand. Hence, in order to compete effectively, businesses have to do more to ensure that consumers buy more of their products and brands. Because brands have the unique attributes of contributing to firms' assets, brands are often considered as vital ingredients that add considerable value to the organizations. As a result, many organizations are searching for the vast scope to sustain present brands rather than expanding new brands. Moreover, the brand manager's tactical tool is brand equity, which assists in exploiting economic indications as well as marketing efficiency (Yoo and Donthu, 2001). It is commonly thought that the brand enhances the long-term profitability of a company. However, brand equity's concept has grown rapidly over the past few decades. Proper management of brand equity leads "consumer loyalty, low risk of marketing activity and crisis, flexible response to price fluctuations, more business support and cooperation, effectiveness of marketing communications, licensing opportunities, additional opportunities for brand extension, more attraction for investors, and support from investors (Aaker, 1991; Keller, 2003; Van Auken, 2005), greater profit margins (Kim and Kim, 2005), ability to attract good employees (DelVecchio, et al. 2007), protection of potential competitors entrance during outsourcing" (Tan and Lim, 2009). Different brand equity models have found nowadays, whereas we had chosen a model which is developed by David Aaker (1991). Brand equity is an eminent model for brand research over the period. Previous researches were focused on different contexts of the brand model where they used Aaker's (1991) model, for instance, hostelling and airlines, but no one had done any research on "the impact of brand equity on consumer's Smartphone purchase decision in Chittagong". In an attempt, we try to find out the relationship between the purchases decisions of consumers and dimensions. The researchers of the brand have developed numerous concepts of brands and the way how brands effect on customers present and future's purchasing behavior. The Smartphone industry in Bangladesh is one of the best rising sectors with high export potential. This study examines the relationship between the brand value of a Smartphone manufacturer and the purchase decisions for potential customers.

II. Literature Review

The term brand has been using for many years; the brand value is a core concept for raising institutions that have emerged in the last twenty years (Leone et al, 2006). Buying decision is a kind of decision in which we examined that why a consumer purchases a particular brand. Sproles and Kendall (1986) mentioned that "a purchaser's decision-making style is a mental orientation characterizing a consumer's approach to making choices". Furthermore, cognitive and perceptual models assume that the knowledge of brand affects customer response to the brand. According to Schiffman and Kanuk (2000), "customer behavior is how consumers take a decision for household or personal goods by using their resources such as money, effort and time". Several models are developed to depict the customer

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purchasing attitudes. The process of the Customer decision model has 7 stages in which customers need to go through those 7 stages before entering their ultimate decisions. In addition, all stages are following; "need recognition, search for information, pre-purchase, evaluation, purchase, consumption, post-consumption evaluation and divestment" (Blackwell et al., 2006). Stage one is "need recognition". The purchasing process begins when consumers recognize their unsatisfactory needs (Levy and Weitz, 1995). However, the classification of needs is two, the first one is "functional needs" and the second one is "psychological needs". On the one hand, functional needs which are involved in the product's performance. On the other hand, the needs of psychological are acquired when consumers feel satisfied with owning a product or goods. The second stage is the "search of information". The depth of search is varied for different consumers and it depends on some variables, for instance, income, personality, and consumer satisfaction (Moorthyet et al., 1997). Also, the search for information can be classified into two ways, (1) "pre-purchase search" (2) "ongoing search", mentioned by Solomon et al. (2006). However, Pre-purchase research begins when buyers identify the need and then they are looking for more market information. And, ongoing research is likely to be based on the self-interest of a specific brand. The third stage is "pre-purchase assessment", whereas the customer makes a comparison with different services and brands for making a purchase decision. Moreover, customers give attention to the attributes of products that are relevant to their needs and it is also included in this stage (Kotler et al., 2005). To judge a brand, customers are using the following attributes, quality, price, and quantity. Blackwell et al., (2006) mentioned that the changes in attributes can affect the customer's decision and the product or brand of the choices. However, Porter (2004) mentioned that Smartphone industries can increase their competitive advantages by creating some values. The fourth stage is "Purchase decision" which comes after considering various retail offerings. In the fifth stage, consumers are started purchasing the products or goods, whereas consumers evaluate the purchasing process in the sixth stage. In the seventh stage, customers recycle or dispose of the products.

a) "Brand Equity"

Brand equity is the commercial value that comes from customer perception of the brand name of a particular product or service. Aaker (1991) mentioned that "brand equity as an aggregate variable of the five dimensions of the brand assets, for instance, brand loyalty, perceived quality, brand awareness, brand association, and other proprietary assets". However, brand equity's positive side is that it happens when customers are intending to give more for the same level of quality only because of the attractiveness of the brand name attached to the product mentioned by Bello and Holbrook (1995). Nevertheless, if brand equity is not managed properly then it will be destroyed. For instance, poor services and poor product quality may affect the image of the brand.

b) "Brand Awareness"

Brand awareness is a marketing term that depicts the degree of customer recognition of a product by its name. Aaker (1996) mentioned that brand awareness is a consumer's ability to identify a brand by its product or service category. A small number of customers make their purchase decisions by the brand's goodwill in the market (Keller, 1993). Keller (2003) mentioned that brand awareness plays an important role in customer decision making by bringing some advantages; these are the following, consideration advantages, learning advantages and choice advantages. Therefore, we may anticipate that

H1: "Brand awareness might have a positive impact on customer's purchase decision".

c) "Brand Association"

Brand associations are brand attributes that come to mind when consumers talk about a brand. "Brand associations contribute to brand equity by making a non-attribute-based component of brand equity and an attribute-based component of brand equity and provide evidence by supporting their conceptualization" (Park and Srinivasan, 1994). However, a brand association is "anything linked in memory to a brand" (Aaker, 1991). Aaker (1991) mentioned that the benefits of brand associations are the following: differentiating the brand, creating positive feelings, generating a reason to purchase and providing a basis for extensions. From the above literature we can hypothesize that:

H2: "Brand association might have a positive impact on customer's purchase decision".

d) "Perceived Quality"

"Perceived quality of a brand could help to generate values by charging a premium price, providing a pivotal reason-to-buy, differentiating the position of a brand, motivating channel members to perform well and also introducing extensions into new brand groups", mentioned by Aaker (1991). Furthermore, price is one of the significant clues to examine the perceived quality, (Aaker, 1991). Thus it is hypothesized from the above literature that:

H3: "Perceived quality might have a positive impact on customer's purchase decision".

e) "Brand loyalty"

Brand loyalty is "a deeply held commitment to re-buy or re-patronize a preferred product or service

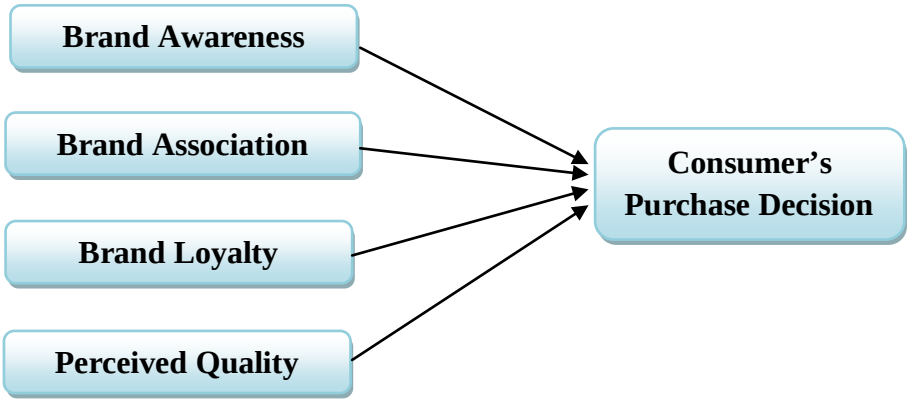
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consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior" (Oliver 1997). It shows the motivation to be loyal towards the brand, and it is reflected when consumers choose the brand as their first choice mentioned by Yoo & Donthu (2001). Customers continue to buy the brand because of the loyalty of a brand, regardless of the convenience and prices which are owned by its competitors (Aaker, 1991). Thus it is hypothesized from the above literature that:

H4: "Brand loyalty might have a positive impact on customer's purchase decision".

III. Conceptual Framework

With an objective to find the nexus between Brand Equity and Consumer's Purchase intention a theoretical framework has been formed where consumers' purchase decisions is associated with brand awareness, brand associations, perceive quality and brand loyalty



IV. Research Objectives

This study is designed with the following objectives:

- This study has been designed with an objective to evaluate the impact of Brand Equity dimensions of David Aaker Brand Equity model on customer's buying decision of smart phones in Chittagong.
- Also, this study designed to understand different dimension of Brand Equity model developed by David Aaker

V. Methodology

The objective of this research is to measure the impact of brand equity on customers buying decisions.

In this study, the impact of brand equity dimensions on customers buying decisions is measured. It is quantitative research. A questionnaire is adopted to conduct a survey, whereas the respondents were 300 who were living in Chittagong. A convenience sampling method has been used to select the samples. Tools and techniques used in analyzing the collected data and information were mostly statistical in nature. Statistical Techniques such as reliability analysis and regression analysis were done with the help of SPSS-22 software.

Table 1: Test of Reliability"

Reliability Statistics

Cronbach's Alpha	N of Items
.870	22

a) Data Analysis

Table 2: Shows Correlations"

Correlations

		Brand Awareness	Brand Association	Brand loyalty	Perceived Quality	Purchase Decision
BAW	Pearson Correlation	1	.717**	.781**	.884**	.905**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	300	300	300	300	300
BAS	Pearson Correlation	.717**	1	.627**	.817**	.857**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	300	300	300	300	300
BLO	Pearson Correlation	.781**	.627**	1	.807**	.839**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	300	300	300	300	300
PQU	Pearson Correlation	.884**	.817**	.807**	1	.926**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	300	300	300	300	300

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CPD	Pearson Correlation	.905**	.857**	.839**	.926**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	300	300	300	300	300

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

Table 2 shows the correlation among the variables (both dependent and independent variables). The results show positive and very significant correlations among the variables. The strongest correlation is found in between '*Product Quality*' and '*Purchase Decision*' which is .926. The value .905 also indicates stronger correlation between '*Brand Awareness*' *and* '*Purchase Decision*'. The correlation matrix table shows that all the variables are strongly correlated with each other.

Table 3: Shows Case Processing Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970[a]	.940	.940	.09192

a. Predictors: (Constant), PQU, BLO, BAS, BAW

Table 4: Shows ANOVAa"

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.322	4	9.831	1163.507	.000[b]
	Residual	2.492	295	.008		
	Total	41.815	299			

a. Dependent Variable: CPD

b. Predictors: (Constant), PQU, BLO, BAS, BAW

The ANOVA table shows the R square value is .940 which is highly impressive. It means 94% of variance in '*Purchase Decision*' is explained by the predictors (independent variables). And adjusted R square is also .940.

Table 5: Shows Coefficients[a"]

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.116	.059		1.968	.050
	BAW	.361	.034	.330	10.537	.000
	BAS	.348	.026	.329	13.317	.000
	BLO	.158	.017	.230	9.245	.000
	PQU	.179	.040	.179	4.514	.000

a. Dependent Variable: CPD

From table-5, the b coefficients tell us how many units dependent variable change for a single unit change in each predictor. Like so, 1 unit increase in '*Brand Awareness*' corresponds to .361 unit increase in ''*Purchase Decision*'' and so on. Here all b-coefficients are positive numbers that explain positive correlation between dependent variable (Purchase Decision) and independent variables (*Brand Awareness, Brand Association, Brand Loyalty and Purchase Quality*). Therefore, as significant and positive correlations exist among the variables all alternate hypothesis such as *H1, H2, H3* and *H4* are accepted.

VI. Conclusion

This study sets out to measure the brand equity impact on customer's purchase decisions on smart phone. The results of this investigation show that the customer's purchase decision is significantly influenced by brand equity dimensions. In a developing country like Bangladesh, consumers usually prefer the products that are inexpensive and mostly non-branded. However, the findings of this study suggest that the consumers in Chittagong consider brand awareness, brand association, perceived quality, and brand loyalty very

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important while making their purchase decisions and that is why good brands have emerged locally to serve the smart phone markets with their high brand equity.

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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.

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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.



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- 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:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- 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:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- 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.



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Content:

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

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- 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.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- 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.
- 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?
- 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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Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
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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