Online ISSN : 2249-4588
Print ISSN : 0975-5853
DOI : 10.17406/GJMBR

Global Journal

of Management and Business Research: E

Marketing

Relationship with Customers

Validation of the Relationship

Highlights

Effectiveness of Social Media

Low Value High Volume Goods

Discovering Thoughts, Inventing Future

VOLUME 18 ISSUE 4 VERSION 1.0

Global Journal of Management and Business Research: E
Marketing

Global Journal of Management and Business Research: E
Marketing

Volume 18 Issue 4 (Ver. 1.0)

Open Association of Research Society

Incorporation No.: 0423089
License No.: 42125/022010/1186
Registration No.: 430374
Import-Export Code: 1109007027
Employer Identification Number (EIN):
USA Tax ID: 98-0673427

Global Journals Inc.

*(A Delaware USA Incorporation with "Good Standing"; **Reg. Number: 0423089**)*
Sponsors: *Open Association of Research Society*
Open Scientific Standards

Publisher's Headquarters office

Global Journals® Headquarters
945th Concord Streets,
Framingham Massachusetts Pin: 01701,
United States of America
USA Toll Free: +001-888-839-7392
USA Toll Free Fax: +001-888-839-7392

Offset Typesetting

Global Journals Incorporated
2nd, Lansdowne, Lansdowne Rd., Croydon-Surrey,
Pin: CR9 2ER, United Kingdom

Packaging & Continental Dispatching

Global Journals Pvt Ltd
E-3130 Sudama Nagar, Near Gopur Square,
Indore, M.P., Pin:452009, India

Find a correspondence nodal officer near you

To find nodal officer of your country, please email us at *local@globaljournals.org*

eContacts

Press Inquiries: *press@globaljournals.org*
Investor Inquiries: *investors@globaljournals.org*
Technical Support: *technology@globaljournals.org*
Media & Releases: *media@globaljournals.org*

Pricing (Excluding Air Parcel Charges):

Yearly Subscription (Personal & Institutional)
250 USD (B/W) & 350 USD (Color)

Editorial Board

Global Journal of Management and Business Research

Contents of the Issue

Global Journal of Management and Business Research: E
Marketing
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Empirical Validation of the Relationship between Sustainable Involvement and Family Purchase Behavior

By Nadira Bessouh & Yamina Grari
University of Tlemcen

Abstract- The present research aims to explain how sustainable involvement can influence the behavior of Algerian families for the purchase of a new car. The main hypothesis of this study was tested on a sample of 210 families. The data obtained were analyzed using structural equation models. The principal results that emerged from this investigation show that the identification of the cognitive and/or emotional purchase process, adopted by family members, could be a relevant avenue for companies to develop and enhance their products. The findings obtained could offer an opportunity to create strong and durable brands.

Keywords: family structure; decision-making process; sustainable involvement.

GJMBR-E Classification: JEL Code: M31

EMPIRICALVALIDATIONOFTHERELATIONSHIPBETWEENSUSTAINABLEINVOLVEMENTANDFAMILYPURCHASEBEHAVIOR

Strictly as per the compliance and regulations of:

Empirical Validation of the Relationship between Sustainable Involvement and Family Purchase Behavior

Nadira Bessouh [α] & Yamina Grari [σ]

Abstract- The present research aims to explain how sustainable involvement can influence the behavior of Algerian families for the purchase of a new car. The main hypothesis of this study was tested on a sample of 210 families. The data obtained were analyzed using structural equation models. The principal results that emerged from this investigation show that the identification of the cognitive and/or emotional purchase process, adopted by family members, could be a relevant avenue for companies to develop and enhance their products. The findings obtained could offer an opportunity to create strong and durable brands.

Keywords: family structure; decision-making process; sustainable involvement.

I. Introduction

Understanding and explaining the actions of family members in buying or consuming situations represent some of the most fruitful areas of marketing, as previously reported by numerous theoretical and empirical studies. The ever-increasing interest expressed by researchers around the world in explaining this theme is due to the centrality of the family in the marketing strategy of any company. This is also the view of Bree (1992) who considers the family as the main unit of consumption. Other authors, such as Davis & Rigaux (1974) and Sherfi (2010), pointed out that accurate, in-depth and exhaustive studies on family purchase are rare; some were only conducted under a single, essentially individual angle. Yet buying and consuming decisions are usually made by a group of people, particularly members of the family unit. In addition, research conducted by the Credoc (an institution that specializes in statistical, economic and sociological studies) indicates that families today tend to manage their resources in time, money and physical effort in a rigorous and effective manner. It is therefore easy to understand the interest of manufacturers and car dealers in knowing the family buying process so that they can invest in strategies that help them control and manipulate the behavior of family members in a way that is favorable to them. It is therefore essential to study the process of family purchasing, knowing that there is no typical decision-making approach by which each family member must pass before buying a product; there is a multitude. Indeed, some members go through a lengthy *decision-making process*, involving many steps; while others need only two or even three steps in the *decision-*purchase procedure. It is worth noting that family decision-making involves several steps that depend on the type of products to be purchased, the buying habits of those products, and the circumstances of purchase. All this justifies our choice for this fundamental subject who, in our opinion, has not been sufficiently explored (the Algerian academic literature relative to the subject of family purchase is very poor and almost absent) (Bessouh et al, 2017; bessouh and Omar Belkhir, 2018a). This is one of the reasons that led us to clarify the gray areas related to the complex behavior of family purchase. The family purchase approach that is adopted in the present study is based on three types of behavior that can illustrate and clarify the buying process, namely:

Cognitive Behavior that relates to product knowledge; it involves information seeking (Cooper, 1983);

Affective Behavior which represents all positive and negative feelings about the product (Lekoff - Hagius and Mason, 1993);

Conative Behavior that lies in intention, decision-making and the act of purchase (Filser, 1994).

The present study takes into account sustainable involvement, and attempts to adapt the P.I.A scale, proposed by Strazzieri (1994), to the Algerian context. It provides an efficient tool to analyze and better understand the purchasing behavior of members within the Algerian family. An attempt is therefore made, through this research, to answer the following problematic:

How does sustainable involvement influence the buying behavior of members of the Algerian family to buy a new car?

To study this problematic, it was decided to consider a hypothesis that can be subdivided into three other sub-hypotheses. This presentation stems from the fact that our issue deals with the subject of purchase behavior within the family triad (father, mother and child)

Author α: Lecturer of Marketing at School of Management Tlemcen-MECAS Laboratory-University of Tlemcen-Algeria.
e-mail: bessouh_nadira@yahoo.fr
Author σ: Lecturer of Management at University of Tlemcen-Algeria.
e-mail: grarimina@yahoo.fr@yahoo.fr

Global Journal of Management and Business Research (E) Volume XVIII Issue IV Version I Year 2018

for the purchase of a new car. The research hypothesis may therefore be stated as follows:

H1: Sustainable involvement of one of the family members in the purchase of a car has an impact on his behavior.

H1.1: A causal link exists between the sustainable involvement of the father and one of the cognitive, affective and conative behaviors when buying a car.

H1.2: A causal link exists between the sustainable involvement of the mother and one of the cognitive, affective and conative behaviors when buying a car.

H1.3: A causal link exists between the sustainable involvement of the child and one of the cognitive, affective and conative behaviors when buying a car.

The figure below illustrates the path adopted in this study.

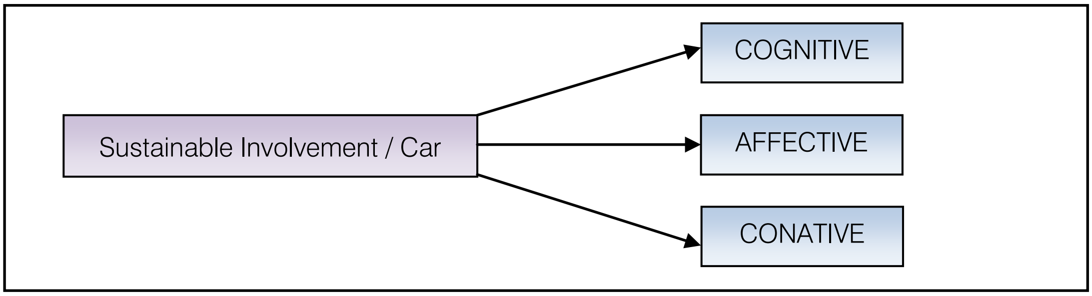


Figure 1: Conceptual Model of Research

This study begins with a review of the literature that identifies the variables driving family purchases. Next, the methodology used in collecting and processing the data is presented; the interpretation of the results obtained is given at the end.

a) *Review of the literature on family purchasing behavior and sustainable involvement*

i. *Family Buying Behavior*

The decision-making theory within the family has significantly evolved (Riley, 2012; Bessouh et al, 2016). It has shifted from unilateral decision-making to a more hybrid, more collective and complex decision that involves both individual and collective decisions. Indeed, before 1950, the perspective that prevailed in research on the purchase behavior was that the husband, as head of the family, unilaterally took all decisions concerning his family (Tissier-Desbordes, 1982; Putman & Davidson, 1987, Bessouh et omar Belkhir, 2018b). Over time, this attitude has been superseded by the popular concept of the woman as "the buying agent" of the family (Davis, 1976). This concept, which may obviously be verified through the observation of this new characteristic, associates, perhaps incorrectly, the act of purchase with the responsibility and authority to make purchasing decisions within the family. These two approaches are based on the belief that one, and only one person, is responsible for making all decisions in the family. Moreover, the family unit has become the focus of many purchase decisions as each spouse tries to adapt as much as possible to the buying and consuming customs and habits of the other. In addition, the purchases made by children are directly or indirectly influenced by the parents. It therefore seems rather artificial to analyze the purchase and consumption decisions independently of the context that created them. It is urgent to understand the two actions of buying and consuming because they are part of the lifestyle of households. To be understood, these activities require a good knowledge of how tasks are identified and responsibilities are assigned within the family.

ii. *Impact of involvement on the purchase decision*

Involvement was initially developed in several social psychology studies, particularly with the founding works of Sherif and Cantril (1947), as well as those of Sherif and Hovland (1961), within the framework of social judgment theory. For these authors, involvement is "*the perceived importance with which an individual establishes a relationship with some aspects of his world*". Later, in 1967, Krugman introduced this concept into marketing. For him, involvement is primarily a way of reacting to advertising. In addition, involvement expresses the level of interest that the consumer puts on a product or service. The degree of involvement depends on the consumer's profile, as well as on the type of product or service, perceived situation and level of perceived risk. On the other hand, Mitchell (1992) believes that involvement is the main element that influences the level of stimulation, interest, or impulse. Bloch (1982) defined involvement as a personal and determining variable in the consumer's affective relationship with the product. It significantly affects the consumer’s behavior and purchase decision. It is important to distinguish between sustainable involvement and situational implication, and between cognitive implication and emotional implication, in order to better understand the purchase behavior of the consumer. Therefore, motivation and involvement level are very important factors; the efforts made by the consumer through his decision-making process depend on these factors. This research work attempts to examine the temporal aspect of involvement. Sustainable involvement is thus studied due to its importance. Moreover, a great number of researchers in the field of marketing give it considerable importance when studying the consumer's behavior.

II. Methodology of Empirical Research

The test used to validate the research hypotheses leads us to adopt a research method that makes better use of the data collected. The relevance of this method depends on the choice of the sample, the measurement scales used, and the processing of the questionnaire. The results obtained are then analyzed in order to confirm or refute the hypotheses. To better understand the purchase decision within the family when buying a car, a questionnaire was sent to 210 nuclear families.

a) *Choice of the Sample*

Our survey was conducted with a sample of 210 families, consisting of both parents and at least one teenager between 12 and 19 years old, residing in the Wilaya of Tlemcen. The constitution of the sample was one of the key stages of the present research. It was decided that the data collection instrument is a self-administered questionnaire, which was distributed to all three family members in November of the year 2016.

b) *Scales of Measurement*

The objective of this study is to empirically test the measurement scales and then compare their psychometric qualities in order to determine which of them is capable of keeping the factor structure validated in the theory (Akremi, 2005). The questionnaire, whose purpose is to measure the latent variables constituting our theoretical model, consists of two parts; the first one covers the following four nominal variables, namely sustainable involvement (IMPL), cognitive behavior (COG), affective behavior (AFF) and conative behavior (CON), and the second one is composed of the items that make up the measurement variables. The distribution of items is presented in Appendix 1.

Through this questionnaire, the respondents were asked to give their opinion on the progress of the purchase process of a new car and to specify their degree of agreement or disagreement on a scale of Likert which consists of 5 points. It is important to note that the items selected in this study were taken from the literature review on family purchase, while the others were developed specifically for analysis. For the processing of collected data, the English variant of SPSS version 20.0 and STATISTICA version 12.0 were used.

III. Results of the Study

a) *Exploratory Data Analysis*

The assessment of *scale reliability* makes it possible to statistically determine the parameters that should be released in order to appreciably improve the adjustment quality of the measurement model. The number of dimensions can be determined using two separate and complementary tools, namely the Principal Component Analysis and *Cronbach*'s *Alpha* coefficient, which allow checking the reliability of the dimensions identified. However, this complementarity finds its own limits during the successive iterations of these two tools.

Table 1: Internal consistency of measurement scales for the purchase of a car

	Father			Mother			Child			Household
Variables	KMO	**A**	Total Variance	KMO	**α**	Total Variance	KMO	**A**	Total Variance	Bartlett Spherit
VIMP	0.838	0.933	75.069	0.816	0.926	73.469	0.864	0.956	82.009	0.000
VCOG	0.888	0.945	75.274	0.852	0.912	65.124	0.907	0.950	77.140	
VAFF	0.739	0.834	60.700	0.719	0.819	60.224	0.841	0.889	69.390	
VCON	0.750	0.814	55.150	0.834	0.878	64.157	0.859	0.929	74.205	

Source: Developed by the authors using the software SPSS20.0 Software (Sample of 210 Families)

The Cronbach's alpha of the long-term commitment scale is excellent (>0.9), which reveals good internal consistency. The alphas for each factor are also good (they range from 0.830 to 0.939). The KMO values are all greater than 0.7, confirming the results obtained with Cronbach's alpha. Bartlett's sphericity test is significant, and communities are high (>0.5), except for Item VCON7, in the mother and adolescent measurement scales, for which there is a weak community rate.

b) *Confirmatory Factor Analysis*

To test our theoretical model, a confirmatory factor analysis was carried out using the structural equation model. The questionnaire data were processed using the software Statistica 12.0. The purpose sought is to verify and validate the unidimensionality, reliability and factorial contributions of the constructs by means of the confirmatory factor analysis. The results of adjustment of the measurement model and structural model are summarized in Table 2. Note that sequential chi-square difference tests were carried out to ensure the discriminant validity of each variable, and to check the degree of freedom.

c) *Model Fit Evaluation*

The adjustment indices are generally good, whether they are classical statistics that are calculated on the values of the sample (GFI, AGFI, CFI, NFI, RMR) or even model adjustment indices, such as the Population Gamma Index (PGI), Adjustment Population Gamma Index (APGI) and RMSEA. These indicators make it possible to evaluate only the quality of the model in absolute terms, but do not stipulate, in any case, the rejection of the model. Therefore it becomes possible to confirm that the fit is good, and that the estimated values and those observed empirically are close to each other. Therefore, one can say that the studied constructs of the measurement and structural models have acceptable results.

Table 2: Les indices d'ajustement du modèle théorique aux données empiriques

Absolute Adjustment Indices				Absolute Adjustment Indices			
Indices	Value Father	Value Mother	Value Child	Indices	Value Father	Value Mother	Value Child
Chi_2	1228.29	1153.64	1667.2	Bentler-Bonett Normed Fit Index	0.760	0.804	0.650
Degree of freedom DF	272	272	272	Bentler-Bonett Non-Normed Fit Index	0.781	0.825	0.655
Level p	0000	0000	0000	Bentler Comparative Fit Index	0.801	0.842	0.688
RMS Standardized residues	0.0999	0.0927	0.143	Bollen's Rho	0.735	0.784	0.614
(GFI). Joreskog	0.651	0.671	0.561	Bollen's Delta	0.802	0.843	0.689
(AGFI). Joreskog	0.583	0.607	0.475	*Parsimonious* Fit *Indices*			
Population Noncentrality Parameter	5.398	5.385	8.480	James-Mulaik-Brett Parsimonious Fit Index	0.689	0.729	0.589
Mc Donald Noncentrality Index	0.067	0.089	0.014	Ch2 /DF	4.515	4.24	6.129
RMSEA Index Steiger-Lind	0.141	0.133	0.177				
Gamma Population Index	0.720	0.744	0.616				
Adjusted Population Gamma Index.	0.666	0.694	0.541				

Source: Elaborated by the authors using the software Statistica 12.0 (Sample of 210 families)

Despite the existence of some values lower than the ones recommended by a number of researchers in the field (Fox, 2006, Hu & Bentler, 1999), one can say that the adjustment indices are rather satisfactory. According to Ping (1995), the results obtained do not preclude performing the *advanced hypothesis testing* .

Table 3: Form indices of the structural model for the purchase of a car

Car	Father		Mother		Adolescent	
Variables	S	K	S	K	S	K
VIMP 1	- 2.564	0.235	-0.112	-1.257	-0.499	-0.988
VIMP 2	-2.151	0.075	0.075	-1.222	-0.210	-1.306
VIMP 3	-2.127	0.153	0.153	-1.272	-0.240	-1.438
VIMP 4	-2.091	0.260	0.260	-1.112	-0.305	-1.222
VIMP 5	-1.629	0.261	0.261	-1.221	-0.244	-1.396
VIMP 6	-1.244	-0.030	-0.030	-1.016	-0.481	-0.781
VCOG 1	-1.797	-0.063	-0.063	-0.574	-0.158	-0.996
VCOG 2	-2.576	-0.394	-0.394	-0.906	-0.769	-0.691
VCOG 3	-1.676	0.643	0.643	-0.848	-0.197	-1.469
VCOG 4	-1.644	0.690	0.690	-0.636	-0.231	-1.405
VCOG 5	-1.721	0.447	0.447	-0.648	-0.034	-1.419
VCOG 6	-1.522	0.596	0.596	-0.795	-0.073	-1.485
VCOG 7	-1.930	-0.203	-0.203	-0.825	0.609	-0.634

Car	Father		Mother		Adolescent	
Variables	S	K	S	K	S	K
VAFF 1	-2.456	0.253	-0.488	-0.794	-0.824	-0.348
VAFF 2	-1.155	0.777	0.697	-0.390	-0.188	-1.233
VAFF 3	-0.612	-0.478	0.880	-0.358	0.270	-1.267
VAFF 4	-1.211	0.900	0.027	-1.175	-0.285	-1.133
VAFF 5	-0.305	-1.335	0.654	-0.751	0.469	-1.113

VCON 1	-1.578	2.569	-0.238	-1.009	-0.585	-0.774
VCON 2	-0.897	0.213	0.303	-0.879	0.154	-1.211
VCON 3	-1.003	0.749	0.327	-0.783	0.154	-1.082
VCON 4	-0.826	0.260	0.311	-0.922	0.159	-1.196
VCON 5	-0.152	-1.458	-0.100	-1.202	-0.297	-1.304
VCON 6	-1.211	0.394	0.006	-1.233	-0.085	-1.301
VCON 7	-0.147	-1.403	…….	…….	…….	…….

Source: Elaborated by the authors using the software Statistica 12.0 (Sample of 210 families)

d) Factorial Contributions of Measurement Scales

The factorial contribution allows measuring the factorial weight of manifest variables (indicators or items) on the latent variables of a theoretical model. Thus, the Student's t-test must statistically be greater than 1.96, with a 5% significance level for each factorial contribution of indicators related to a construct in order to check if the relation between items is positive. The contributions of each item are around the value 0.6, except for VCON 5-6-7 of the father.

The values of λ are satisfactory and important, which means that a significant link exists between each indicator and its construct.

e) Correlations and Modeling of Structural Equations

Table 4: Regression coefficients of the structural relations for the purchase of a car

Relations	βi	Ei	T>1.96	βi	Ei	T>1.96	βi	Ei	T>1.96	P<0.05
(VIMP)->(VCOG)	0.892	0.205	50.350	0.718	0.484	19.533	0.758	0.425	23.889	
(VIMP)->(VAFF)	0.867	0.248	34.614	0.825	0.319	26.657	0.823	0.323	29.522	0.000
(VIMP)->(VCON)	0.602	0.638	12.120	0.731	0.466	19.773	0.629	0.604	14.167	

Source: Elaborated by the authors using the software Statistica 20.0 (Sample of 210 families)

Factor analysis indicates that there is a strong correlation between the explanatory variable and the explained variables of the structural model. It is therefore possible to say that sustainable father involvement has a positive influence on his behavior for buying a car. The hierarchy of effects for the father's buying process for this product category follows a thoughtful process (βcog = 0.892). These results are in good agreement with those reported by Cooper (1983) and Kaplan (2000). The factorial correlations between the latent variables of the structural model show satisfactory scores, which means that the mother is also involved in the car purchase process. She has a rather emotional behavior (βi = 0.825). Since the factorial weight of the conative behavior (βi = 0.731) and that of the cognitive behavior (βi = 0.718) are quite close to each other, it is difficult to decide on the hierarchy of effects for the mother's buying process. The adolescent's purchasing process for such products is divided between a positive feeling vis-à-vis the products considered and a rigorous search for information before proceeding to the act of purchase (βi > 0.50).

IV. Conclusion

Family buying behavior remains a poorly explored topic in Algeria. As part of this research, we have drawn from several studies that highlight the leading role of sustainable involvement to explain the hierarchy of effects of individuals in the same household during the family purchase decision-making process. Involvement certainly has consequences, for all the cognitive, affective and conative behaviors mentioned above, on each member of the household. According to the results obtained in this study, it is easy to see that the analysis of the role structure in Algerian families reveals divergences in the decision-making process. It is on this basis that we can, therefore, make two recommendations:

- Companies must continually *seek* out new and better ways of offering their products or services. This is the only way they can successfully maintain their competitive edge and remain at the forefront of business innovation.
- Companies need to carry out a new kind of family studies, which should not be limited only to understanding or measuring the consumer's post-purchase satisfaction; it must also aim to satisfy the consumer's pleasure during the consumer experience.

References Références Referencias

1. Akremi A., (2005). « Analyse des variables modératrices et médiatrices par les méthodes d'équations structurelles », in Roussel P., Wacheux F. « Management des ressources humaines Méthodes de recherche en sciences humaines et sociales», Edition De Boeck, 1ère ed, Belgique, pp 325-348.
2. Bessouh. N, Iznasni. A (2016). The Purchase Decision Process within Algerian Families: Shadows and Qualitative Enlightening. International Journal of Business and Management, Vol. IV (2) May, pp. 33-41.
3. Bessouh N., (2016). Effects of Family Roles on the Purchase Decision Process: Empirical Evidence

from Algeria. International Journal of Research in Finance and Marketing (IJRFM). Vol. 6 Issues 10, October, pp. 135-150.

4. Bessouh N ; Saidi. T; Belarbi. A. (2017). Women and the Purchasing Decision “British Journal of Marketing Studies. Vol 5, N°9, pp. 1-12.
5. Bessouh. N, Omar Belkhir. D & Arzi. F (2018a). A Participation of Algerian Members in the Decision Process of Purchasing Food Products. Journal of Marketing and Consumer Research .In international peer reviewed journal. ISSN 24228451. Vol.(42)-2018.
6. Bessouh Nadira & Djaoud Omar Belkhir (2018b). The Effect of Mood on Impulse Buying Behavior-case of Algerian Buyers. Austin Journal of Business Administration and Management. Volume 2 Issue 1.
7. Bloch Peter (1982). « Involvement beyond the Purchase Process: Conceptual Issues and Empirical Investigation. Advances in Consumer Research. Volume 9, 1982. Pages 413-417.
8. Bree Joel (2012). Le Comportement du Consommateur » édition 3- Dunod, Paris, p. 104.
9. Cooper L. G. (1983) « A Review of Multidimensional Scaling in Marketing Research », Applied Psychological Measurement, 7, 427-450.
10. Davis. H. L and Rigaux. B. P (1974) « Perception of Marital Poles in Decision Process Uses » Journal of Consumer Research; 1.1. p. 51-62.
11. Davis H. L. (1976). Decision Making Within Household. Journal of Consumer Research, 2 (March), 241-260.
12. Filser M. (1994) « Le Comportement du Consommateur », Ed. Dalloz, Paris.
13. Filser, M. (2003). « Le Marketing Sensoriel: La Quête de l’Intégration Théorique et Managériale », Revue Française du Marketing, 194, 4/5, Septembre, pp. 5-11.
14. Fox J. (2006). “Structural Equation Modeling with the Sem Package in R.” Structural Equation Modeling, 13(3), 465-486.
15. Hu L. & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. Structural Equation Modeling, 6(1), 1-55.
16. Kaplan D., (2000), Structural Equation Modeling: Foundations and Extension, Sage, Thousand Oaks, CA.
17. Krugman H. F., (1967) « The Measurement of Advertising Involvement», Public opinion quarterly, vol. 30, winter 1967; cite par Kapferer et Laurent (1983).
18. Lefkoff-Hagius R. And C. H. Mason (1993) « Characteristics Beneficial, and Image Attributes in Consumer Judgments of Similarity and Preference », Journal of Consumer Research, 20, 100-110.
19. Mitchelll V-W. (1992). Understanding Consumer’s Behavior. Can Perceived Risk Theory Help?, Management Science, 30, 3, 26-31.
20. Ping R. (1995) « A parsimonious estimating technique for interaction and quadratic latent variables »-Journal of Marketing Research, 32, 336-347.
21. Putman M. and Davidson Wr. (1987). Family purchasing decision: family roles by product category. Colombia Management Horizon.
22. Rigdon Ee (1998). “Structural Equation Modeling.” In GA Marcoulides (ed.), Modern Methods for Business Research, pp. 251-294. Lawrence Erlbaum Association, London.
23. Riley, J. (2012). Buyer behavior-The decision-making process. http://tutor2u.net/business/marketing/buying_decision_process.asp Accessed on 7 January 2015.
24. Sherif M. And Cantril H., (1947). «The psychology of ego-involvement», New York, J. Wiley & Sons.
25. Sherif M. & Hovland C. L., (1961), «Social Judgment: Assimilation and contrast Effects in communication and Attitude change», New Haven CT, Yale University Press, cite par Strazzieri (1994).
26. Sherfi Soufiane (2010) L’influence des paramètres socioculturels dans la décision d’achat de la famille Françaises d’origine Maghrébine. Thèse de Doctorat en sciences de gestion .Université d’Artois.
27. Strazzieri A. (1994) «Mesurer L'implication durable vis-à-vis d'un produit indépendamment du risque perçu», RAM, 7, 1, p. 73-91.
28. Tissier-Desbordes E., « Similarités de comportement de consommation entre les mères et leurs filles: application aux produits d’hygiène-beauté », thèse pour le doctorat en stratégie commerciale des entreprises, Université de Paris IX-Dauphine, 1982.

Appendix 1

Coding	Formulation of items : Sustainable Involvement / Car
VIMP 1	Buying a car is an activity that matters a lot to me
VIMP 2	Purchasing a car is an activity to which I attach exceptional importance
VIMP 3	I particularly like to buy a car
VIMP 4	Purchasing a car is an activity that interests me
VIMP 5	I am particularly attracted by a car purchase
VIMP 6	Seeking information about a car is a pleasure for me

Codage	Formulation of items: Cognitive/Car
VCOG 1	In general, I have enough elements to make a judgment
VCOG 2	Overall, I know what the product looks like
VCOG 3	I have the necessary information about the cars that are on the market
VCOG 4	Generally, I am well informed about all the characteristics of the car
VCOG 5	The information I have about the car gives me a good overall idea
VCOG 6	I get the required information about the car
VCOG 7	I have got an idea about the car

Codage	Formulation of items: Affective/Car
VAFF 1	I am pleased when buying a car
VAFF 2	I prefer the area of automobile
VAFF 3	Buying a car is a passion for me
VAFF 4	I like to be asked to help purchase a car
VAFF 5	I like buying a car even if it is not for me

Codage	Formulation of Items: Conative /Car
VCON 1	I intend to make purchases
VCON 2	There is a 99% chance for me to make purchases
VCON 3	There is a 99% chance that I will make the purchase
VCON 4	I am probably going to carry out the purchase.
VCON 5	There is very little chance that I will not buy a car myself
VCON 6	It is in my interest to buy a car
VCON 7	There is very little chance that someone else in my family decides to buy a car

Appendix 2

Factorial Contribution of Measurement Scales

Les Variables	γi	T>1.96	γi	Ti.96	γi	T>1.96	P<0.05
(VIMP)→[vimp1]	0,889	54.483	0.776	26.237	0.840	38.451	0.000
(VIMP)→[vimp2]	0.949	102.53	0.812	31.616	0.920	74.829	
(VIMP)→[vimp3]	0.809	31.659	0.847	38.908	0.905	64.250	
(VIMP)→[vimp4]	0.897	58.483	0.895	55.221	0.920	74.848	
(VIMP)→[vimp5]	0.703	19.179	0.914	64.666	0.910	67.107	
(VIMP)→[vimp6]	0.705	19.317	0.631	14.520	0.809	31.968	
(VCOG)→[vcog1]	0.743	22.708	0.663	16.529	0.802	31.263	
(VCOG)→[vcog2]	0.820	33.568	0.431	7.481	0.640	15.306	
(VCOG)→[vcog3]	0.929	79.862	0.948	101.14	0.961	140.46	
(VCOG)→[vcog4]	0.831	35.870	0.957	112.99	0.949	115.30	
(VCOG)→[vcog5]	0.915	68.752	0.806	31.378	0.937	96.607	
(VCOC)→[vcog6]	0.802	30.384	0.880	51.346	0.922	80.182	
(VCOG)→[vcog7]	0.856	42.363	0.516	9.915	0.711	20.182	
(VAFF)→ [vaff1]	0.825	29.922	0.515	9.280	0.757	23.727	
(VAFF)→ [vaff2]	0.856	34.639	0.837	29.957	0.860	38.026	
(VAFF)→ [vaff3]	0.631	13.691	0.811	26.754	0.798	27.411	
(VAFF)→ [vaff4]	0.666	15.529	0.625	13.275	0.829	32.086	
(VAFF)→ [vaff5]	0.473	8.155	0.604	12.353	0.687	17.167	

(VCON)→ [vcon1]	0.667	15.677	0.991	24.115	0751	23.871	
(VCON)→ [vcon2]	0.844	33.030	0.941	37.980	0.931	84.564	
(VCON)→ [vcon3]	0.899	43.586	01955	55.773	01955	113.12	
(VCON)→ [vcon4]	0.777	24.252	0.980.	50.255	0.946	101.53	
(VCON)→ [vcon5]	0.346	5.337	0.610	7.558	0.642	15.262	
(VCON)→ [vcon6]	0.456	7.765	0.724	9.921	0.698	18.932	
(VCON)→ [vcon7]	0.182	2.570	……..	……..	……..	……..	

Global Journal of Management and Business Research: E Marketing
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Social Media Advertising Response and its Effectiveness: Case of South Asian Teenage Customers

By Mohammad Mazibar Rahman & Md. Mamunar Rashid
Hajee Mohammad Danesh Science and Technology University

Abstract- Social media, a new dimension of marketing promotion mix, has made it possible for users to express their views about the companies, as well as their advertising. The purpose of this study was to test four hypotheses regarding the effects of young social media users' attitude, behavioral response, and purchasing intention toward social media advertising in South Asian perspective. The study selected four popular social networking sites such as Facebook, Twitter, YouTube and Google Plus which indicated the highest Asian visitor and surveyed with a structured questionnaire, asking respondents to mention their attitudinal views and responses about social media and social media advertising. The result identifies variation in predictors of users' buying decision and provides some indications for using and developing social media platform for advertisement in the developing country and describes how to reach more user response in a regular time frame with the ultimate success of purchasing goal.

Keywords: social media, social media advertising, attitude, behavioral responses, and purchase intention.

GJMBR-E Classification: JEL Code: M37

SOCIALMEDIAADVERTISINGRESPONSEANDITSEFFECTIVENESSCASEOFSOUTHASIANTEENAGECUSTOMERS

Strictly as per the compliance and regulations of:

Social Media Advertising Response and its Effectiveness: Case of South Asian Teenage Customers

Mohammad Mazibar Rahman [α] & Md. Mamunar Rashid [σ]

Abstract- Social media, a new dimension of marketing promotion mix, has made it possible for users to express their views about the companies, as well as their advertising. The purpose of this study was to test four hypotheses regarding the effects of young social media users' attitude, behavioral response, and purchasing intention toward social media advertising in South Asian perspective. The study selected four popular social networking sites such as Facebook, Twitter, YouTube and Google Plus which indicated the highest Asian visitor and surveyed with a structured questionnaire, asking respondents to mention their attitudinal views and responses about social media and social media advertising. The result identifies variation in predictors of users' buying decision and provides some indications for using and developing social media platform for advertisement in the developing country and describes how to reach more user response in a regular time frame with the ultimate success of purchasing goal.

Keywords: social media, social media advertising, attitude, behavioral responses, and purchase intention.

I. Introduction

In the past few years, social media have become perhaps the popular communication channels for college-aged Internet users (Pelling and White, 2009). The aspect of communication most recently under the spotlight is that driven by the social media phenomenon. User-centric multimedia applications such as Facebook, Twitter, MySpace, LinkedIn, and YouTube are flourishing (Bond Camilla et al. 2010). At the technological age, most of the valuable company doing business in developing countries in South Asia such as Bangladesh depends more on social media advertising for persuading consumer and branding their companies. The value of social media advertising in Bangladesh is increasing due to a rapid increase of teenage internet users which is approximately 16 million (BTRC, 2014). The study was designed to know whether the social media advertising is useful or not and how consumer showed their attitude and behavior on social media advertising.

Author α: Lecturer at Faculty of Business Studies Hajee Mohammad Danesh Science and Technology University (HSTU), Dinajpur-5200, Bangladesh. e-mail: mazibar.act.hstu@gmail.com

Author σ: Associate Professor at Faculty of Business Studies Hajee Mohammad Danesh Science and Technology University (HSTU), Dinajpur-5200, Bangladesh. e-mail: reselhstu@yahoo.com

Marketers spend millions of dollars each year on online advertising. It is important to understand that global online advertisement expenditure grew from 6 to 10 percent between 2006 and 2009 all over the world (Keller, 2009), and social media marketing expenditure in USA was $716 million in 2009 which extended $3.1 billion by 2014 (Humphries, 2010). Forrester Research (Martinez, 2010) claim that around 70 percent of companies now have Facebook accounts, and more than half use Twitter to promote their brand. Considering that, social media enables college-aged population to learn about products; it represents a positive trend for advertisers that hope to persuade or influence a consumer (Ferguson, 2008).

The rise of social media has captured the attention both of companies and customers, and together with this changing communications environment companies now confront new challenges regarding our understanding of consumer behavior and consumption patterns in the new millennium (Bond Camilla et al., 2010). A recent study notes that the rapid growth of social media globally and its revolutionary impact on young generation's attitude, the research in this area from marketing communications perspective is still exploratory stage particularly in developing countries of South Asia. The majority of studies that have examined consumer attitudes toward social media marketing have conducted in developed countries (Imran, 2012). Imran (2012) also investigated that favorable attitudes toward social media advertising significantly influence consumers' advertisement clicking behavior, which in turn positively affects their buying behavior and multinational companies intend more to advertise their products and services through social media channels in South Asia.

Current research is unique because it examines four questions of college-aged students' attitudes, behavior and purchase decision on a broad basis. Firstly, the study investigates that if any differences exist in the psychological variables. Secondly, this study explores predictors influence on social media users to make a purchase decision. The findings provide valuable implications for the advertiser, researcher and academician on social media as a part of advertising platform in developing countries.

Global Journal of Management and Business Research (E) Volume XVIII Issue IV Version I Year 2018

II. Literature Review

a) Social Media

To explore social media, one must first establish an accepted definition (James "Mick" and zulis et al. 2012). Social media describes online resources, include blogs, vlogs, social networks, message boards, podcasts, public bookmarking, that people use to share 'content': video, photos, images, text, ideas, insight, opinion, gossip, news (Glen Drury, 2008). Social media has been acclaimed for having dramatic influences on every stage of the consumer decision-making process as well as influencing general opinions and attitude formation (Mangold and Faulds, 2009). Christian Maurer and Rona Wiegmann (2011) stated social media as marketing tools give marketers the unique advantage to be at the same place as their customers, to interact with them and to gain access to their attitudes, needs, interests, preferences, wants and buying patterns.

Facebook is one of the largest and fastest growing social network sites, which has developed into a global network. Their goal is to become the operating system of the Internet and to make the world more open and transparent by giving everyone the right to share and connect (Facebook, 2010d; Laudon & Traver, 2008). Networks (e.g., Facebook) are services on which users can find and add friends and contacts, send messages to friends, and update personal profiles. Micro-blogs (e.g., Twitter) are social networking services that enable users to receive and read short message, which are usually restricted by the number of characters, while video-sharing websites (e.g., YouTube) permit users to upload and share videos (Pierre R. Berthon et. al, 2012).

b) Social Media Advertising

In the digital age, more and more people in western cultures are finding new ways to connect with like-minded individuals and more interested in satisfying their needs for pleasure and self-actualization (Keller & Kotler, 2009). Many people have their own personal website where they fill out information about themselves, post pictures, create their own blogs, and upload their own videos which are important for advertisers to understand the self-esteem and self-actualization (Elizabeth Wright et al., 2010). Taylor, Lewin, and Strutton (2011) defined social media advertising as "a general term capturing all forms of advertising-whether explicit (e.g., banner advertising and commercial videos) or implicit (e.g., fan pages or firm-related "tweets")-that are delivered through social networking sites." Also, marketers use social media advertising (e.g., display ads on social networking sites) to persuade users to buy their products (Neti, 2011). Despite the rapid growth of social media and its revolutionary impact on young generation's attitude, the research in this area is still in exploratory stage particularly in developing countries (Imran, 2012). Consumers deem advertising as a valuable source of information because product information shown in advertisements help them in making the informed and right purchase decisions (Polly and Mittal, 1993). Imran (2012) also find her study that social media advertising was useful for the multinational companies which intended to advertise their products and services through social media channels in South Asia.

Consumer product companies that market nationally branded products or services might invest millions if not billions of dollars to build brands over the lifetime of their products' or services' life cycles (Keller 2008). The change prompted by the emergence of social media also applies to the consumer decision-making process and marketing communications (Hennig-Thurau et al. 2004; Shankar and Malthouse, 2007). For example, social media websites provide a public forum that gives individual consumers voices, as well as access to product information that facilitates their purchase decisions (Kozinets et al., 2010).

III. Conceptual Framework and Research Questions

a) Attitudes toward Social Media Advertising

Advertising and marketing professionals have tapped into social media differently, recognizing the potential of these venues for conveying their campaign strategies (Hyoungkoo Khang et al., 2012). Attitude toward the advertising defined as, "a predisposition to respond in favorable or unfavorable to a particular advertising stimulus during an exposure occasion (Lutz, 1985). The attitudes that are formed toward the advertising can influence consumers' attitudes toward the brand as well as their purchase intent (Hormer, 1990; Lord et al., 1995; Mackenzie et al., 1986). A variety of studies show that the positive emotional response of linking an ad is positively related to subsequent brand-related cognitions, brand attitudes, and purchase intention (Brown & Stayman, 1992; Stone et al., 2000). Daugherty, Eastin, & Bright (2008) also find that a positive attitude toward user-generated online content increases a person's creation and consumption of such content. Also, with a wide variety of commercial information available through social media, users with a higher level of brand consciousness may maintain a more favorable attitude toward social media advertising (Shu Chuan et al. 2013). In general, research suggests that those consumers who have a positive attitude toward advertising are more able to recall it than those with a negative attitude (Donthu et al., 1993; Mehta, 2000). So, the difference in participants' overall attitudes towards social media and social advertising could assist the marketer to determine target audiences. Hence,

H1: Are there significant differences in the attitudes toward social media and advertising in social media?

b) Behavioral Responses and Purchase Intention

The awareness in advertising literature denotes that when consumers perceive that advertising contains useful information, they become more likely to respond to it (Ducoffe, 1995; Muehling and McCann, 1993). The more relevant the advertising message to the media context, the more likely it can affect consumers' attitudes positively and influence their behavioral responses to the advertising (Zeng Fue et al., 2009). Advertising scholars tend to agree on the importance of advertising message relevancy for advertising effectiveness (Lee and Mason 1999). Conceptualization, behavioral responses to social media advertising refer to users' behavioral interests (e.g., click the link and seek more information), responses (e.g., ignore or pay attention), and offense level toward social media advertising (Wolin et al., 2002). According to Mehta (2000) provides evidence that attitudes toward advertising are positively associated with brand recall and buying intention.

Camilla Bond, Carla Ferraro, Sandra Luxton, & Sean Sands (2010) examined the effects of social media consumption, experiences, and engagement with brands (including via advertising) on behavioral outcomes such as brand awareness, word-of-mouth, and purchase intention. Understanding consumers' behavioral response is essential because a behavioral response/purchase intention assists in predicting the consumers' purchase behavior (Engel, Blackwell, and Kollat, 1978; Fishbein and Ajzen, 1975; Warshaw, 1980). Similarly, the product/service strategy is a beneficiary of the social media push because customers get one more mechanism, or channel for direct interaction with the firm when it comes to about purchasing related issues. (James "Mick" A. et al., 2012). Consumers are turning more frequently to various types of social media to conduct their information searches and to make their purchasing decisions (Lempert, 2006; Vollmer & Precourt, 2008). Social media is perceived by consumers as a more trustworthy source of information regarding products and services than corporate-sponsored communications (Foux, 2006). The next research questions aim to determine how behavioral responses to social media advertising are related to participants' purchase intention. According to Xia Wang, Chunling Yu and Yujie Wei (2012) Members of a social networking group face conformity pressures when they make purchase decisions. Informational influences instead drive people to learn about some product/ service by seeking information from peers. They might search for information from knowledgeable peers or learn by observing others' behavior. Informational influences thus affect consumer decision processes and product evaluations. Social media provide a new channel to acquire product information through peer communication, from many peers or third parties (Kozinets, 1999) at a very low or no cost. Thus, the following two questions are:

H2: Are there users' attitudes toward social media advertising positively related to their behavioral responses?

H3: Are there users' behavioral responses to social media advertising are positively related to their purchase intention toward products?

Also, attitudinal and behavioral factors may closely associate with social media users' tendency to make a purchase decision. With more information obtained from agents, newcomers become more interested in a product, as well as more eager to learn about it (Franke, Keinz, and Steger, 2009). High involvement newcomers thus are more likely to show positive attitudes toward the product (Kim, Haley, and Koo 2009) and purchase it than are those with low involvement (Martin and Stewart, 2001; Zaichkowsky, 1985). To understand the impact of purchase decision and variation of users' decision, the last research question is:

H4: What factors influence social media users to make a purchase decision?

IV. Methodology

a) Sampling and Data Collection Procedure

Most research on social networking has used data from one university (Ellison, Stein field, and Lamp, 2007). The study's setting was Bangladesh, which contained large internet users approximately 43.64 million (BTRC 2014). Out of this 33.52 million people use Facebook as their daily social networking site. The most frequently mentioned were Facebook, Twitter, Google Plus and YouTube, all social networking sites for young people in Bangladesh. Most of the corporate and multinational company set their target customer based on the top four social media sites and promote their advertising campaign. The idea of this study developed from a variety of previous western social media advertising research. The data collected for this study using convenience sampling method from postgraduate and undergraduate students at a science & technology university in Bangladesh. A total of 10 students of BBA completed the questionnaire and obtained the answer to the question from undergraduate and postgraduate students of the same gender as themselves. The data gathering effort yielded 306 usable questionnaires. There were 183 men (70%) and 123 women (30%). Ages of the students range from 20 to 30. Most of the sample (90%) was between the ages of 18 and 25, with mean of 21.1 years (SD = 2.2). There were 101 freshmen, 219 seniors, and nine others. There was no statistically significant ($p<0.05$) difference in mean age between men and women. The time needed to complete the whole questionnaire was about 15 minutes. The data collection period spanned approximately three weeks, from February 2 to February 27, 2015.

b) Questionnaire and Measurement

At the beginning of the survey, a definition of social media and social advertising provided to participants. The questionnaire divided into four parts. The first part of the questionnaire dealt with a pre-set list of weather members was using social media sites or not, which social media sites participants visited most and how many time per week participants logged in to social media sites. The second part described the attitude measurement toward social media and advertising in social media. The attitude measurement toward social media and toward advertising in social media measures instead used five-point semantic differential scales. Five-point semantic differential items indicated social media users' attitudinal responses to social media advertising therein: "like/dislike," "negative/positive," and "unfavorable/unfavorable." The third part of the questionnaire designed to measure the participants' behavioral responses toward social media advertising and purchase intention. For this purpose, participants rated statement such as "Advertising in social media is useful to me and pay close attention," "I click advertisement shown in social media sites for more and related information," "I pay attention to best-selling brands" and "I prefer valuable and essential brands for buying." All items used 5-point Liker t Scale (1= 'strongly disagree' and 5= 'strongly agree'). Finally, the questionnaire included demographic information such as name, gender, age, states, school classification as well as their university. The statistical programme SPSS was used for the data analysis.

V. Analysis and Result

RQ-1 stated that there were significant differences in the attitudes toward social media and advertising in social media. To find a conclusive answer, a t-test was examined to compare the mean number of participants' attitudes toward social media and advertising in social media. The participants were asked: "In general, for attitude measurement of social media and advertising in social media: 1= dislike/negative/unfavorable, 3= undecided and 5= like/positive/favorable." Thus, the overwhelming opinion of these consumers was either attitude toward social media and advertising in social media had a great difference or not. Men and women did not differ in perception of the social media sites, almost evenly divided between the positive and neutral opinions. The result showed that a significant difference emerged regarding attitude toward social media (M = 14.01, SD = 2.52) and advertising in social media (M= 11.77, SD= 4.48, t = 8.77, df = 304, p< 0.00001, two-tailed). Thus, tested result was not supported, suggesting that consumers had same attitude responses in media and social media advertising.

RQ-2 stated that social media users' attitude on social media advertising was positively related to their behavioral responses. The questionnaire was specified for participants to report their behavioral response in two questions "Advertising in social media is useful to me, and I pay close attention," and "I click advertisement shown in social media sites for more and related information." Five options presented which indicated "1 = strongly disagree" and "5 = strongly agree". For the first question, 23 participants (7.55%) strongly disagreed, 22 participants (7.23%) disagreed, 30 participants (9.84%) undecided, 179 participants (58.69%) agreed, and 51 participants (16.71%) strongly agreed. On the other hand, the second question indicated 29 participants (9.51%) strongly disagreed, 58 participants (19.02%) disagreed, 40 participants (13.12%) undecided, 150 participants (49.18%) agreed, and 28 participants (9.18%) strongly agreed with the statement.

In this study, a t-test was used to compare the mean number of attitude on social media advertising and behavioral responses. Social media users' attitude on social advertising (M=11.77, SD=4.48) were positively related to behavioral responses (M= 7.01, SD= 1.98), df= 304, p< 0.00001, two-tailed). This result suggested that there was a significant difference in the users' attitude of social advertising and their behavioral response and the calculated value has not supported the result. That was participants' who showed the same attitude toward social media and social media advertising tended to have distinct behavioral responses which indicated the advertising attitude and behavioral response are not positively related to each other.

Table 1: Regression Analysis: Predictors of participants' purchase intention

Independent variable	t	Standardized Coefficient	Adjusted R^2	F
The Attitude on Social media	0.012	0.001	0.264	37.39
Attitude on Social media Advertising	2.831	0.146		
Behavioral response of Social media Advertising	9.808	0.485		

To examine RQ-3 whether social media behavioral responses to social media advertising were positively related to their purchase intention toward products, another t-test conducted. For this purpose, using questionnaire, again asked participants to report their purchase decision in two questions format: "I pay attention to best quality products" and "I prefer valuable and essential products for buying." However, 29 participants (9.51%) strongly disagreed, 46 participants (15.08%) disagreed, 46 participants (15.08%) undecided, 148 (48.53%) participants agreed, and 36 participants (11.81%) strongly agreed with the first question. But, for the second question, 25 participants (8.19%) strongly disagreed, 29 participants (9.51%) disagreed, 48 participants (15.74%) undecided, 141 participants (46.23%) agreed, and 62 participants (20.33%) strongly agreed with the statement. Social media users' behavioral responses (M= 7.01, SD= 1.98) to social media advertising were positively related to their purchase intention (M= 6.98, SD= 1.99) and this difference was statistically significant (t= 0.175, df=304, p= 0.8612, two-tailed). The result, however, showed that participants' behavior influenced their purchase decision and the tested result supported.

For RQ4, a regression analysis was examined the predictors influenced social media users to make a purchase decision. The multiple regression models were significant (R adj =.264; F (3, 301) = 37.394, p< 0000). Attitude toward social media (B= .001, t= .012, p<.05), attitude toward advertising in social media (B= .146, t= 2.831, p<.05) emerged as a significant predictors of social media users to make purchase decision. However, behavioral responses (B= .485, t= 9.808, p<000) did not produce a significant influence on users' purchase decision.

VI. Discussion and Conclusion

Social media has influenced various aspects of both individuals' lives and society as a whole. The impact of these new technologies on our society is evident in news articles with headlines such as "Universities Use Social Media to Connect" (Alice Pfeiffer, 2010). Social media has acclaimed for having dramatic influences on every stage of the consumer decision-making process as well as influencing general opinions and attitude formation (Mangold and Faulds, 2009). The Current study aimed to identify belief about social media advertising and their influence on consumers' attitude toward social media advertising. Also, past studies from various researcher provided consumers' insights from Western and European university perspective whereas current study represented consumer views from a South Asian university-based teenage consumers' context. However, no prior research has addressed to identify the behavioral response on South Asian University based teenage consumers'. The effectiveness of social media advertising depends on consumers' participation in social media and the understanding of their psychological characteristics which were an important indicator of their overall attitude toward social media advertising (Shu Chuan et al. 2013).

This research examined the linkage between the attitude toward social media and social media advertising and their relation to behavioral and purchase intention. Based on the scholarly literature, the study formulated four hypotheses and tested those using data from a survey (Ronald E. et al. 2002) of 306 students' at large Science and Technology University in Bangladesh. By exploring the difference among social media advertising, behavioral responses and purchase intention, the study also had detailed which factors influence teenage consumers to make a purchase decision. The first set of findings illuminates the similarities and differences in attitude related psychological characteristics of participants. Relation to behavioral and purchase intention. Based on the scholarly literatures, the study formulated four hypotheses and tested those using data from a survey (Ronald E. et al 2002) of 306 students' at large Science and Technology University in Bangladesh. By exploring the difference among Social media users maintain a favorable attitude toward social media and advertising in social media. The result indicated that user does not differ in their attitudes toward social media and advertising in social media which seemed reasonable to postulate that students who like social media tend to be more receptive to various types of application.

Also, this study contributed a better understanding of the relationship among social media advertising, behavioral responses, and purchase intention of participants'. However, product and valuable brand consciousness shared a positive relationship with both behavioral responses to social media advertising, such as clicking through ads and interacting with brand page content, and intention to purchase branded products (Shu Chuan et al. 2013). That is, a high level of involvement and knowledge about products or brands may be related to appreciation for media world containing brands. Therefore, attitude toward social media advertising and behavioral responses included seeking information about products or brands which encouraged users to make a purchase decision. The regression analysis results represented variation in predictors of users' purchase decision of products. It should note that attitude toward social media and social media advertising were a significant predictor of users' purchase decision. On the other hand, favorable behavioral responses influenced participants' which affects their purchase intention.

This study provides implications for companies who use social media as part of their overall advertising campaign. Companies' advertiser should emphasize more on encouraging social media users who have a positive/favorable attitude toward social media advertising because these consumers are more likely to engage actively in companies' social media pages by liking or subscribing of these pages. The Advertiser should announce an upcoming promotion, prices, offers, and incentives into their pages or videos to grow more attention and retention consumers. Consumer privacy is a crucial part of social media sites, the advertiser should focus privacy option and avoid complexity.

References Références Referencias

1. Alice, P. (2010, March, 30). Universities Use Social Media to Connect. New York Times. Retrieved from http://nytimes.com/2010/03/31/education/31iht-riedsoc.html?_r=0.
2. Bond, C, Ferraro, C., Luxton, S., & Sands, S. (2010). Social media advertising: An investigation of consumer perceptions, attitudes, and preferences for engagement, ANZMAC, Retrieved from http://www.anzmac.org/conference_archive/2010/pdf/anzmac10Final00326.pdf [Bond Camilla, Carla Ferraro, Sandra Luxton, & Sean Sands (2010)].
3. Brown, S.P., & Stayman, D.M. (1992). Antecedents and consequences of attitude towards the AD: a meta-analysis. Journal of Consumer Research, 19(1), 34-51. DOI: 10.1086/209284 [Brown & Stayman, 1992].
4. BTRC (2014). Internet Subscribers in Bangladesh. Retrieved from http://www.btrc.gov.bd/content/internet-subscribers-bangladesh-december-2014.
5. Daugherty, T., Eastin, M. S., & Bright, L. F. (2008). Exploring consumers motivations for creating user-generated content. Journal of Interactive Advertising, 8 (2), 16-25. [Daugherty, Eastin, & Bright (2008)].
6. Donthu, N., Cherian, J., & Bhargava, M. (1993). Factors influencing recall of outdoor advertising. Journal of Advertising Research, 33(3), 64-72. [Donthu et al., 1993].
7. Ducoffe, R. H. (1995). How consumers assess the value of advertising. Journal of Current Issues and Research in Advertising, 17 (1), 1-18. [Ducoffe, 1995].
8. Elizabeth Wright, Nile M. Khanfar, Catherine Harrington & Lee E. Kizer (2010). The lasting effects of social media trends on advertising. Journal of Business & Economics Research, 8(11), 73-80. [Elizabeth Wright et. al., 2010].
9. Ellison, B. N., Steinfield, C., & Lampe, C. (2007). The Benefits of Facebook ''Friends:'' Social Capital and College Students' Use of Online Social Network Sites. Journal of Computer - Mediated Communication, 2(4), 1143-1168. DOI:10.1111/j.1083-6101.2007.00367.x [Ellison, Steinfield, and Lamp 2007].
10. Engel, J., Blackwell, R. & Kollat, D. (1978). Consumer behavior (3rd ed.) Hinsdale, Illinois: Dryden Press. [Engel, Blackwell and Kollat, 1978].
11. Facebook (2010d). Facebook principles. Retrieved from http://facebook.com/principles.php
12. Ferguson, R. (2008). Word of mouth and viral marketing: taking the temperature of the hottest trends in marketing. Journal of Consumer Marketing, 25(3), 179 – 182. [Ferguson, 2008].
13. Fishbein, M. and Ajzen, I. (1975). Belief, attitude, intention and behavior: An introduction to theory and research. MA: Addison-Wesley. [Fishbein and Ajzen, 1975].
14. Foux, G. (2006, May, 8). Consumer-generated media: Get your customers involved. Brand Strategy, pp. 38-39. [Foux, 2006].
15. Franke, N., Keinz, P., and Steger C. J. (2009). Testing the value of customization: when do customers really prefer products tailored to their preferences? Journal of Marketing, 73(5), 103–121. DOI:http://dx.doi.org/10.1509/jmkg.73.5.103 [Franke, Keinz, and Steger 2009].
16. Glen D. (2008). Social media: Should marketers engage and how can it be done effectively? Journal of Direct, Data and Digital Marketing Practice 9, 274-277. DOI:10.1057/palgrave.dddmp.4350096 [Glen Drury, 2008].
17. Hennig-Thurau, T., Gwinner, K., P., Walsh, G., & Gremler, Dwayne D. (2004). Electronic word-of-mouth via consumer opinion platforms: what motivates consumers to articulate themselves on the internet? Journal of Interactive Marketing, 18 (1), 38–52. DOI:10.1002/dir.10073 [Hennig-Thurau et al. 2004].
18. Hormer, P.M. (1990). The mediating role of attitude toward the ad: Some additional evidence. Journal of Marketing Research, 27(1), 78-86. DOI: 10.2307/3172553 [Hormer, 1990].
19. Humphries, J., (2010). Social networking in business-Facebook. CXO Europe. Retrieved from http://www.cxo.eu.com/news/social-networking-in business-facebook/ [Humphries, 2010].
20. Hyoungkoo, K., Eyun-Jung Ki, & Ye, L., (2012). Social media research in advertising, communication, marketing, and public relations, 1997–2010", Journalism & Mass Communication Quarterly, 89(2), 279–298. DOI: 10.1177/1077699012439853 [Hyoungkoo Khang et. al., 2012].
21. Imran Anwar Mir (2012). Consumer attitudinal insights about social media advertising: A south asian perspective. The Romanian Economic Journal, 15(45), 265-288. [Imran, 2012].
22. James "Mick" Andzulis, Nikolaos G. Panagopoulos & Adam Rapp (2012). A review of social media and implications for the sales process, Journal of Personal Selling & Sales Management, 32(3), 305-316. DOI: 10.2753/PSS0885-3134320302 [James "Mick" Andzulis et al. 2012].
23. Keller, K.L. (2008). Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Upper Saddle River, NJ: Pearson-Prentice Hall. [Keller, 2008].
24. Keller, K., (2009). Building strong brands in a modern marketing communications environment. Journal of Marketing Communications, 15 (2), 139-155. [Keller, 2009].

25. Keller, K., & Kotler, P. (2009). Marketing management (13th ed.) Upper Saddle River, New Jersey: Pearson. [Keller & Kotler, 2009].
26. Kim, S., Haley, E., and Koo, Gi-Yong (2009). Comparison of the paths from consumer involvement types to ad responses between corporate advertising and product advertising. Journal of Advertising, 38(3), 67–80. [Kim, Haley, and Koo 2009].
27. Kozinets, R. V. (1999). E-tribalized marketing? The strategic implications of virtual communities of consumption. European Management Journal, 17(3), 252–64. [Kozinets, 1999].
28. Kozinets, R. V., Kristine, D. V., Andrea, C. W., & Sarah, J. S. W. (2010). Networked narratives: understanding word-of-mouth marketing in online communities. Journal of Marketing, 74(2), 71-89. DOI: 10.1509/jmkg.74.2.71 [Kozinets et al. 2010].
29. Lee, Yih H., & Mason, C. (1999). Responses to information in congruency in advertising: the role of expectancy, relevancy, and humor. Journal of Consumer Research, 26 (2), 156-169. DOI: 10.1086/209557 [Lee and Mason, 1999].
30. Lempert, P. (2006). Caught in the web. Progressive Grocer, 85(12), 18. [Lempert, 2006].
31. Lord, K.R., Lee, M.S. & Sauer, P.L. (1995). The combined influence hypothesis: central and peripheral antecedents of attitude toward the ad. Journal of Advertising, 24(1), 73-85. [Lord et al., 1995].
32. Lutz, R.J. (1985). “Affective and cognitive antecedents of attitude toward the ad: a conceptual framework” in Alwitt, L.F. and Mitchell, A.A. (Eds), Psychological Process and Advertising Effects: Theory, Research and Application, Lawrence Erlbaum Associates, Hillsdale, NJ, 45-63. [Lutz, 1985].
33. Mac Kenzie, S.B., Lutz, R.J., & Belch, G.E. (1986). The role of attitude toward the ad as a mediator of advertising effectiveness: a test of competing explanations. Journal of Marketing Research, 23, 130-143. [Mackenzie et al., 1986].
34. Mangold, W., Faulds, D., (2009). Social media: The new hybrid element of the promotion mix. Business Horizons 52 (4), 357-365. DOI:10.1016/j.bushor.2009.03.002 [Mangold and Faulds, 2009].
35. Maurer, C., & Wiegmann R. (2011). Effectiveness of advertising on social network sites: A case study on facebook. Information and Communication Technologies in Tourism, (pp. 485-498). Springer Vienna. [Christian Maurer and Rona Wiegmann (2011)].
36. Martin, I. M., & Stewart, W. D. (2001). The differential impact of goal congruency on attitudes, intentions, and the transfer of brand equity. Journal of Marketing Research, 38(4), 471–484. [Martin and Stewart 2001].
37. Martinez, A. (2010, April 6). Retailers jump on social media bandwagon with Facebook, Twitter. The Seattle Times. Retrieved from http://seattletimes.nwsource.com/html/businesstechnology/2011539429_socialmedia07.html
38. Mehta, A. (2000). Advertising attitudes and advertising effectiveness. Journal of Advertising Research, 67-72. [Mehta, 2000].
39. Muehling, D. D., & Mc Cann, M. (1993) Attitude toward the ad: A review, Journal of Current Issues and Research in Advertising, 15 (1), 25-58. DOI: 10.1080/10641734.1993.10505002 [Muehling and McCann, 1993].
40. Neti, S. (2011). Social Media and its Role in Marketing. International Journal of Enterprise Computing and Business Systems, 1(2), 1-15. [Neti, 2011].
41. Pelling, E., & Katherine, M. W. (2009). The Theory of planned behavior applied to young people’s use of social networking websites. Cyber psychology & Behavior, 12(6), 755-759. DOI: 10.1089/cpb.2009.0109 [Pelling and White, 2009].
42. Pierre, R. B., Leyland F. P., Plangger, K., & Shapiro, D. (2012). Marketing meets web 2.0, social media, and creative consumers: implications for international marketing strategy. Business Horizons, 55(3), 261-271. DOI:10.1016/j.bushor. 2012.01.007 [Pierre R. Berthon et. al, 2012].
43. Pollay, R., & Mittal, B. (1993). Here’s The Beef: Factors, Determinants, and Segments in Consumer Criticism of Advertising. Journal of Marketing, 57(3), 99–114. [Polly and Mittal, 1993].
44. Ronald E. G. & Lafferty, A. B. (2002). Consumer response to websites and their influence on advertising effectiveness. Internet research: Electronic, Networking Application and Policy, 12(4), 318-328. [Ronald E. et al, 2002].
45. Shankar, V., & Malthouse, C. E. (2007). The Growth of Interactions and Dialogs in Interactive Marketing. Journal of Interactive Marketing, 21(2), 2–4. DOI: 10.1002/dir.20080 [Shankar and Malthouse 2007].
46. Shu Chuan, C. (2013). Viral advertising in social media. Journal of interactive advertising, 12 (1), 30-43. [Shu Chuan, 2013].
47. Shu Chuan, C., Sara, K., & Yoojung, K. (2013). Understanding consumers’ responses toward social media advertising and purchase intention toward luxury products. Journal of Global Fashion Marketing: Bridging Fashion and Marketing, 4 (3), 158-174. DOI: 10.1080/20932685.2013.790709 [Shu Chuan et al., 2013].
48. Stone, G., Besser, D., & Lewis, L. E. (2000). Recall, liking, and creativity in tv commercials: a new approach. Journal of Advertising Research, 40, 7-18. [Stone et al., 2000].
49. Taylor, D., Lewin, E., & Strutton, D. (2011). Friends, fans, and followers: Do ads work on social

networks? How gender and age shape receptivity. Journal of Advertising Research, 51(1), 258-275. [Taylor, Lewin, and Strutton (2011)].

50. Vollmer, C., & Precourt, G. (2008). Always on: Advertising, marketing, and media in an era of consumer control. New York: McGraw-Hill. [Vollmer & Precourt, 2008].
51. Wang, X., Yu, C., & Wei, Y. (2012). Social media peer communication and impacts on purchase intentions: a consumer socialization framework. Journal of Interactive Marketing, 26(4), 198–208. DOI:10.1016/j.intmar.2011.11.004[XiaWang, Chunling Yu and Yujie Wei (2012)].
52. Warshaw, P. R. (1980). Predicting purchase and other behaviours from general and contextually specific intentions. Journal of Marketing Research, 17, 26-33. [Warshaw, 1980].
53. Wolin, L. D., Korgaonkar, P., & Lund, D. (2002). Beliefs, attitudes and behavior towards web advertising. International Journal of Advertising, 21(1), 87–113. DOI: 10.1080/02650487.2002.11104918 [Wolin et. al., 2002].
54. Zaichkowsky, J. L. (1985). Measuring the involvement construct. Journal of Consumer Research, 12(3), 341–352. [Zaichkowsky, 1985].
55. Zeng, F., Huang, L., Dou, W., (2009). Social factors in user perceptions and responses to advertising in online social networking communities. Journal of Interactive Advertising 10 (1), 1-13. [Zeng, Huang and Dou, 2009].

Global Journal of Management and Business Research: E Marketing
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Quality Enhancement of Internal Customers and Relationship with External Customers in Management Education: An Elucidate Study

By Dr. V. T. Vasagan
ICFAI University

Abstract- Success of any organization lies in the Quality of Service particularly in the Management Education Service. External Customers (Students) needs are given due priority accordingly internal customers (Teachers) are engaged in service with reference to their qualities. Quality should not be static but should be dynamic which undergo continuous improvement in the internal customers' capabilities which should bring positive result in the performance of external customers. Improvement in the Quality of internal customers is necessary in the development of the future human resources.

This paper raise questions on the quality of internal customers and relationship with the quality of external customers. Primary data were collected from top 10 MESPO of Assam. The data were collected with the help of a set of two different questionnaires from 100 internal and 510 external customers of top 10 MESPO of Assam. Hypothesis established for the purpose of the study was tested with the help of both parametric and non parametric test of correlation.

Keywords: *internal marketing, external marketing, internal customers, external customers management education services providing organizations.*

GJMBR-E Classification: *JEL Code: M39*

QUALITYENHANCEMENTOFINTERNALCUSTOMERSANDRELATIONSHIPWITHEXTERNALCUSTOMERSINMANAGEMENTEDUCATIONANELUCIDATESTUDY

Strictly as per the compliance and regulations of:

Quality Enhancement of Internal Customers and Relationship with External Customers in Management Education: An Elucidate Study

Dr. V. T. Vasagan

Abstract- Success of any organization lies in the Quality of Service particularly in the Management Education Service. External Customers (Students) needs are given due priority accordingly internal customers (Teachers) are engaged in service with reference to their qualities. Quality should not be static but should be dynamic which undergo continuous improvement in the internal customers' capabilities which should bring positive result in the performance of external customers. Improvement in the Quality of internal customers is necessary in the development of the future human resources.

This paper raise questions on the quality of internal customers and relationship with the quality of external customers. Primary data were collected from top 10 MESPO of Assam. The data were collected with the help of a set of two different questionnaires from 100 internal and 510 external customers of top 10 MESPO of Assam. Hypothesis established for the purpose of the study was tested with the help of both parametric and non parametric test of correlation.

It was found that an attempt made by the internal customers in improving their quality by taking part in seminars, workshop, FDP programs, publication of research work, refresher course, and training in software handling etc. were very low, not up to the required standard thus does not have any relationship with the external customers. Internal Customers should understand needs of the external customers accordingly develop will have to Qualities.

Keywords: internal marketing, external marketing, internal customers, external customers management education services providing organizations.

I. Introduction

Quality of Service is the main mantra of many Management Education Service Providing Organizations to attract the External Customers (Students). Reengineering of quality is necessary to improve the quality of internal customers (Teachers) since it aims to bring dramatic improvement in the performance of internal and external customers. Improvement of the Quality of internal customers has no upper limit since they deals with the development of human resources of future. Hence, the internal customers have to continuously improve their quality to bring desired result. Internal marketing emphases best practice of quality of service which focuses on the development the quality of internal customer services. According to Hassan et al (2013), in their research found that internal marketing has direct relation with quality of services. Because, organization is conscious enough to monitor employees performance, the performers are highly rewarded, therefore internal marketing ensure quality because the employees who delivers quality service are retained by the organizations. Thus quality and internal marketing has direct relation.

Author: Asst. Professor, Department of Management, ICFAI University Nagaland, Dimapur, Nagaland. e-mail: vasant75@ymail.com

II. Quality of Service

'Quality' comes from the Latin word 'Qualitas', which refers to the nature of a person or the nature of an object. In the past Quality meant accuracy and perfection (Al-Dararkah, 2002). Service Quality and its components are actionable in the workplace is an important endeavour that an organization should seriously execute it. This give unambiguous direction to employees improves service quality in the workplace. Fortunately, there are researchers such as Grönroos (1983), Lehtinen and Lehtinen (1982), and Parasuraman, Zeithaml and Berry (hereafter referred to as PZB) (1985) who are working to determine service quality and to provide a number of actionable tools that a marketer can use to gauge organization performance. Webster's dictionary defines quality as not only the basic character or characteristic that makes something good or bad, commendable or reprehensible, but also the degree of excellence a thing processes, or superiority. Webster's goes on to define quality control system for maintaining desired standards. The two definitions comprise the most simplistic basis for achieving quality assurance in any organization, including higher education. Obviously an organization must define itself, as through a mission statement and then set goals and objectives that will support that mission before it can hope to measure its outcome against the stated goals. This is quality assurance.

III. Components of Service Quality

Parasurama Zeltham, I & Berry (1985) that there exist ten criteria and dimensions through which service quality can be assessed:

- *Reliability:* The ability of an organization to accurately achieve its services in the proper time and according to the promises it has made to its clients.

- *Responsiveness:* The tendency and willingness of service providers to help clients and satisfy their needs, immediately reply to their inquiries, and solve their problems as quickly as possible.
- *Competence:* Having adequate skills and knowledge that enable the employees to perform their jobs properly.
- *Accessibility:* Providing easy access to a service in terms of location and through services provided via the telephone, the internet, or any other means of communication.
- *Courtesy:* Treating clients respectfully in a polite friendly manner, understanding their feelings, and answering their phone calls gently.
- *Communication:* This occurs through gentlemanly listening to the client conveying information to them clearly and facilitating external communication with workers.
- *Credibility:* This can be achieved through full trust and confidence in the service provider as well as his honesty and straight forwardness.
- *Security:* This depends on whether the service is free from risks and hazards, defects or doubts so that it provides bodily safety, financial security as well as privacy.
- *Understanding/Knowing the Customer:* This can be made achievable through the ability to pinpoint the customers' needs as well as understanding their individual problems.
- *Tangibility:* This includes physical aspects connected with service such as instruments and equipment, persons, physical facilities like buildings and nice decoration and other observable service facilities.

IV. Review of Literature

According to Philip et al (1997) "Quality is conformance to requirements". In the same direction Parasuraman and Berry (1991) defines "Quality is exceeding what customers expect from the service". In addition to these, Garvin (1984) defines, "Quality can be defined from different prospective-user based, product based, manufacturing based, value based and transcendent view". Service organizations therefore evaluate certain components of a service to determine its quality. According to Gronroos (2001) any service has two important components-functional and technical. The functional component involves interaction between the customers and the service personnel. The technical component refers to the output of the service operation. According to Parasuraman and Berry (1991) service quality is determined by customers using various criteria like credibility, security access, communication, tangibility, responsiveness, competence, reliability, etc. Thus the quality indeed will have to be measured for business success. Hassan et al (2013) emphases on internal marketing for quality service in their research. Even Cronin et al (1992) measure the service quality in terms of service output in their research. Thus, Quality of Service must be one of the components of internal marketing. On the other hand, various research work under taken by various author advocates that Internal Marketing brings better performance on employees. The article by Tim R.V. Davis examines the impact of consultative and participative styles of management on internal marketing which increase employee involvement in reaching decisions, making commitments and taking action. David Ballantyne explores the structural relationships through which internal marketing can create value for an organization, its customers and its employees. Marelise Pitt, Johan Bruwer, Deon Nel and Paul Berthon state that internal marketing is a critical issue facing marketing professions, human resources and other executives. They argue that if poor service is provided between employees it is unlikely that good service will ultimately be provided to the external customer.

a) Literature Gap

This literature review shows that sufficient amount of research work is done on internal marketing in different field of corporate business. But no research work had been done in the context of improvement of quality of internal customers and the relationship with external customers in management education service providing organization in Assam.

V. Need/Importance of the Study

The main objective of this study is to understand the relationship between the improvement of the quality of internal customer and external customers. This paper believes that improvement in the quality in many areas of education service by internal customers may have a direct relationship with external customers. When internal customers fail to produce good quality external customers, become liabilities rather than employable human resources in the society.

VI. Statement of the Problem

According to Sheela Singh et al. (2013), the variation in terms of academic, administrative and financial arrangement in the India Higher Educational Institutions fail to provide quality service the external customers. Gandhi. M. M, (2013) in his research paper pointed out that 'Mushroom growth of universities and colleges has been the main cause of lack of quality in Management Education. This paper attempt to study on the improvement of quality of internal customer and the relationship with external customers is a need of an hour since the internal customers put all efforts not only to develop them but also to develop external customers.

When the internal customers learn new knowledge through training it will be shared with the external customers. The new knowledge enable the external customer perform well in their studies.

VII. Objective of the Study

Given the survey of literature and scope, the objective established for the purpose of the study is:

To ascertain relationship between 'The improvement of quality of Internal Customers' in one hand and "Relationship with External Customers' on the other hand.

Hypotheses

Given the objective, the following working hypothesis considered for the study:

H_0: The improvements in the quality of Internal Customers' and the relationship with the external customers' have inverse relationship.

VIII. Research Methodology

Primary data with help of a set of two different questionnaires from 100 internal and 510 external customers of top 10 MESPO of Assam was collected. The values are allotted for strongly agree, agree, neutral, disagree and strongly disagree in the order of 5,4,3,2 and 1 respectively in the 5 point scale. The samples were as follows:

Table 1: Sample Selected

S. No.	Name of the Institutes	Teachers	Students
1	Bosco Institute of Management	10	40
2	Royal School of Management	10	60
3	Guwahati University	5	63
4	Dibrugrah University	11	50
5	Assam Kaziranga University	12	53
6	Tezpur University	10	40
7	Assam Institute of Management	10	56
8	Girijananda Chowdhury Institute of Management	9	38
9	North Eastern Regional Institute of Management	18	70
10	Assam University	5	40
	Total	100	510

Source: Survey

a) *Latent Variable Considered for the Study*

(a) 'Improvement of quality of Internal Customers' - This variable has been considered to measure the degree of Degree or intensity of improvement of quality of Internal Customers as perceived by internal customers in the 'Management Education Service Providing Organizations'.

(b) 'Relationship with external customers' - This variable has been considered to measure the degree of Degree or intensity of Relationship between external customers and the internal customers as perceived by the External customers of the 'Management Education Service Providing Organizations'.

IX. Results and Discussion

Improvement in the quality of internal customers and relationship with the external customers.

Table 2: Data Generation

Name of Institute	Degree of Quality of Internal Customers (Teachers) as perceived by Teachers	Degree of Relationship with External Customers as perceived Students
AIM	6.30	59.46
AU	1.56	49.10
DBIM	3.36	49.60
DU	3.44	49.44
GIMT	6.40	57.84
GU	4.25	52.87
KU	3.83	58.33
NERIM	5.91	56.75
RSM	6.90	57.80
TU	6.30	58.18

Source: Based on Survey Data

The association between the variable and related data are tested with the help of z-test.

$P > 0.05$ Accept

$P < 0.05$ Reject

Table 3: Z-Test: Two Sample for Means

	Quality of Internal Customers	Relationship with External Customers
Mean	5.95	55.54705882
Known Variance	19.017	79.136
Observations	100	510
Hypothesized Mean Difference	0	
z	-84.39823097	
z Critical two-tail	1.959963985	

Compiled from Survey Data

1.96 = 1.96, calculated p value is equal to table value, thus there is a relationship between Quality of Internal Customers (Teachers) and the Quality of External Customers (Students). The further analysis attempt to finds the level of relationship between these two variables.

The measure of correlation [both Parametric / Non Parametric] between the variable and related data are tested.

Table 4: Pearson Correlations

		Degree of Quality of Internal Customers (Teachers) as perceived by Teachers	Degree of Relationship with External Customers as perceived Students
Degree of Quality of Internal Customers (Teachers) as perceived by Teachers	Pearson Correlation	1	.836**
	Sig. (2-tailed)		.003
	N	10	10
Degree of Relationship with External Customers (as perceived Students)	Pearson Correlation	.836**	1
	Sig. (2-tailed)	.003	
	N	10	10

Source: Based on Survey Data

Table 5: Spearman's rho Correlations

			Degree of Quality of Internal Customers (Teachers) as perceived by Teachers	Degree of Relationship with External Customers as perceived Students
Spearman's rho	Degree of Quality of Internal Customers (Teachers) as perceived by Teachers	Correlation Coefficient	1.000	.663*
		Sig. (2-tailed)	.	.037
		N	10	10
	Degree of Relationship with External Customers (as perceived Students)	Correlation Coefficient	.663*	1.000
		Sig. (2-tailed)	.037	.
		N	10	10

**. Correlation is significant at the 0.05 level (2-tailed)*

Source: Based on Survey Data

From the above Table No 3 & 4 it is disseminate that there exists low relationship between Degree of Quality of Internal Customers (Teachers) as perceived by Teachers and Degree of Relationship with External Customers as perceived by the students.

X. Findings

From the above it can be inferred that the relationship between [a] Degree of Quality of Internal Customers (Teachers) as perceived by Teachers and [b] Degree of Relationship with External Customers (as perceived Students) is very low. In other words, Quality of Internal Customers (Teachers) does not lead to better Relationship with External Customers. Thus, the improvements in the quality of Internal Customers' and the relationship with the external customers' have inverse relationship between them.

XI. Recommendations/Suggestions

This is indicative of the fact that Interactive marketing dimension in respect of Management Education Service providing organization is in neglected dimension. Thus internal customers continuously should arrange the seminar, workshop, FDP programs, refresher course, training in software handling etc. to students and the significance of improving the quality in them associated with profession should be elucidated.

XII. Limitations

This research paper did not collect any feedback from the students and internal customers of Management Institutions which are not practicing internal marketing components are taken for the study. Internal Customers too have not made any comment on improving the quality in them.

XIII. Conclusions

Quality of Service must directly like with the improvement of the quality of internal customers which should bring positive relationship with the external customers. Thus internal customers continuously should arrange the seminar, workshop, FDP programs, refresher course, training in software handling etc. to students and the significance of improving the quality in them associated with profession should be elucidated.

References Références Referencias

1. Bolton, Ruth N. and James H. Drew (1991), "A Multistage Model of Customers' Assessments of Service Quality and Value," Jounal of Consumer Research, Vol 17, Issue No 1, Pp. 375-84.
2. Cronin, J. Joseph, Jr. and Steven A. Taylor (1992), "Measuring Service Quality: A Reexamination and Extension," Journal of Marketing, Vol. 56, Issue No.6, Pp. 55-68.
3. Cronin, J. J. and Taylor, S. A. (1994), “SERVPERF versus SERVQUAL: reconciling performance-based and perception-minus-expectations measurement of service quality”, Journal of Marketing, Vol. 58, Issue No. 1, Pp. 125-31.
4. David Ballantyne, (2003) "A relationship-mediated theory of internal marketing", European Journal of Marketing, Vol. 37 Iss: 9, pp. 1242-1260.
5. Gandhi. M. M, (2013), "International Initiatives in Assessment of Quality and Accreditation in Higher Education International", Journal of Educational Planning & Administration. Vol. 3, No. 2 pp. 121-138.
6. Garvin, David A, (1984), "What Does "Product Quality" Real Mean", Sloan Management Review, Harvard University, Pp. 25-43.
7. Gilaninia, Shahram, Shafiei, Bijan and Shadab, Rashid (2013) “The Effect of Internal Marketing on Employees' Customer Orientation in Social Security Organization of Gilan”. International Journal of Innovative Research in Science, Engineering and Technology, Vol: 2, Issue No: 10, Pp. 5848 - 5854.
8. Grönroos, C. (2001), “The Perceived Service Quality Concept-A Mistake?” Managing Service Quality, Vol. 11, Issue No 3, Pp. 150–152.
9. Hartline, M. D., O. C. Ferrell (1996), “The management of customer - contact service employees: An empirical investigation.” Journal of Marketing, Vol 60, Issue No. 4, Pp. 52-70.
10. Hassan Ghorbani and Maedeh Mostafavi, (2013), "The Impact of Direct and Indirect of internal marketing on service quality and mediating role of OCB CASE: Iran Insurance Company", International Journal of Academic Research in Business and Social Sciences, Vol. 3, Issue No. 11, Pp. 116 - 127.
11. Hassan Ghorbani and Maedeh Mostafavi, (2013), "The Impact of Direct and Indirect of internal marketing on service quality and mediating role of OCB CASE: Iran Insurance Company", International Journal of Academic Research in Business and Social Sciences, Vol. 3, Issue No. 11, Pp. 116-127.
12. Marelise Pitt, Johan Bruwer, Deon Nel, Paul Berthon, (1999) "A framework for research in internal marketing and the study of service quality: some propositions", Management Research News, Vol. 22 Iss: 7, pp. 1-11.
13. Mattson, J. (1994), “Improving service quality in person-to-person encounters”, The Service Industries Journal, Vol. 14, Issue No.1, Pp. 1-10.
14. Mc Leay, Fraser and Yoganathan, Vignesh (2012), “Internal Marketing and Employee Engagement: A Typology”, Newcastle Business School, UK.
15. Parasuraman and Berry, L. L, (1991), “Marketing Services: Competing through Quality (New York: The Free Press.).
16. Parasuraman, A., Leonard L. Berry, and Valarie A. Zeithaml (1993), "More on Improving Service Quality Measurement," Journal of Retailing, Vol. 69, Issue No 9, Pp. 140-47.
17. Philip, G. and Hazlett, S.A. (1997), “The measurement of service quality: a new P-C-P attributes model”, International Journal of Quality & Reliability Management, Vol. 14, Issue No. 3, Pp. 60-86.
18. Piercy, N. & Morgan, N. (1991). “Internal Marketing-the missing half of the marketing progamme, Long Range Planning, 24(2), Pp. 82-93.
19. Singh Sheela, Mishra Avnish, (2013), “Quality of Higher Education: Local Issue & Global Challenges in India”, International Journal of Research & Development in Technology and Management Sciences, Vol 19, No. 25. Pp. 1-11.
20. Tim R. V. Davis, (2001) "Integrating internal marketing with participative management", Management Decision, Vol. 39 Iss: 2, pp. 121 - 132.

This page is intentionally left blank

Global Journal of Management and Business Research: E Marketing
Volume 18 Issue 4 Version 1.0 Year 2018
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

World Class Manufacturing Principle(S): A Study on Low Value High Volume Goods (FMCG)

By Dr. Sunil Kant Verma

Abstract- The paper is the development of a framework based on a field study of four companies in the Fast Moving Consumer Goods (FMCG) manufacturing industry in India. The study was concerned with the phenomenon of failure or success in the implementation of World Class Manufacturing (WCM) principle(s). The Eisenhardt's Model of developing theory from case studies was used in this qualitative study. The process of data collection and analysis was heavily iterative using the Grounded Theory approach. NVIVO 10 software was used to analyse data and develop emerging themes and subsequently for development of a framework embedded in the data. The study draws upon WCM principles that had been developed as way back as the 1950's, yet companies in India were still struggling to implement them successfully, more than 60 years later.

The key challenges as experienced by the case study-companies were established and their interrelationships developed. The WILGOR Framework of Manufacturing Excellence was developed. The six step framework towards constructing the WILGOR House of Manufacturing Excellence is presented. The framework uses the "house metaphor" in ensuring the construction of a strong house, signifying, successfully implementing appropriate WCM principles. The framework has not been fully tested, apart from some aspects of it, during consultancy work. This paper adds to the body of knowledge by providing empirical evidence of key challenges faced by case study companies mainly in the FMCG sector in India.

Keywords: effective value - addition, fast moving consumer goods, ISO 9001, world class manufacturing units.

GJMBR-E Classification: JEL Code: M39

WORLDCLASSMANUFACTURINGPRINCIPLESASTUDYONLOWVALUEHIGHVOLUMEGOODSFMCG

Strictly as per the compliance and regulations of:

World Class Manufacturing Principle(S): A Study on Low Value High Volume Goods (FMCG)

Dr. Sunil Kant Verma

Abstract- The paper is the development of a framework based on a field study of four companies in the Fast Moving Consumer Goods (FMCG) manufacturing industry in India. The study was concerned with the phenomenon of failure or success in the implementation of World Class Manufacturing (WCM) principle(s). The Eisenhardt's Model of developing theory from case studies was used in this qualitative study. The process of data collection and analysis was heavily iterative using the Grounded Theory approach. NVIVO 10 software was used to analyse data and develop emerging themes and subsequently for development of a framework embedded in the data. The study draws upon WCM principles that had been developed as way back as the 1950's, yet companies in India were still struggling to implement them successfully, more than 60 years later.

The key challenges as experienced by the case study-companies were established and their interrelationships developed. The WILGOR Framework of Manufacturing Excellence was developed. The six step framework towards constructing the WILGOR House of Manufacturing Excellence is presented. The framework uses the "house metaphor" in ensuring the construction of a strong house, signifying, successfully implementing appropriate WCM principles. The framework has not been fully tested, apart from some aspects of it, during consultancy work. This paper adds to the body of knowledge by providing empirical evidence of key challenges faced by case study companies mainly in the FMCG sector in India. In order to mitigate the identified key challenges, the WILGOR framework is proposed for use in the implementation of WCM principles in India.

Enfolding literature established similarities and differences with other models. These were used to strengthen the WILGOR Framework of Manufacturing Excellence. Organisations are thus presented with a suitable framework that they can use, to increase their chances of successfully implementing WCM principle(s).

Keywords: effective value - addition, fast moving consumer goods, ISO 9001, world class manufacturing units.

I. Introduction

The development of a framework suitable for implementing World Class Manufacturing (WCM) principle(s) is discussed. The paper seeks to highlight the main challenges that were established in a study featuring four (4) case study companies, all in the Fast Moving Consumer Goods (FMCG) sector in India. The study companies had taken initiatives to attain world-class status through implementation of WCM principle(s).

Author: e-mail: Profskverma@gmail.com

Manufacturing companies in India were not spared from stiff competition resulting from the globalisation phenomenon. Many companies faced closure while others had reduced capacity utilisation due to lack of competitiveness. India went through over a decade of economic decline, reaching its worst year in 2008. While some organisations closed shop, others remained operational and there was need to establish the challenges they faced and the success factors that led them to their survival and competitiveness. This study aimed at proffering a suitable framework for successfully implementing WCM principles. The emphasis was on the FMCG sector. The Grounded Theory approach as informed by the Eisenhardt Model was used in this multiple case study.

Success factors and challenges that the organisations experienced in their bid to successfully implement WCM principle(s) are highlighted in this paper and were used in the development of the WILGOR Framework for Manufacturing Excellence. This framework is recommended for use by organisations that aspire to successfully implement WCM principles.

Becoming a World Class Manufacturing (WCM) company is a common industrial goal Muda and Hendry (2002) which compels organisations to be among the best in the world in their type of business Todd (1995). They become competitive on a global basis, Kanter (1995) cited in Muda and Hendry (2002). The term "World Class" was coined way back in 1984 by Hayes and Wheelwright (1984) to describe the capabilities which had been developed by Japanese and German companies, as well as the United States of America (USA) firms which had competed equally with the Japanese and German firms, Salaheldin and Riyad (2007).

Bjurek and Durevall (2000) noticed that India had a well-developed manufacturing sector, which by the late 1980s' contributed about 25% of Gross Domestic Product (GDP) and produced over 7000 different products. This picture changed negatively due to the economic decline that followed the land reform program in year 2000 and the associated political standoff in the country, Mlambo and Raftopoulos (2010). These drawbacks resulted in shrinkage of the economy by low growth due to privatization high inflation, which spiralled out of control to unprecedented levels. Privatization initiated Growth % by July 2008, Jones (2010), severe capacity under utilisation of below 10%, resulting in reduced manufacturing output. This combination of circumstances contributed to the collapse of the manufacturing sector.

Bond and Masimba (2002) cited in Carmody and Scott (2003) noted that, "a long period lies ahead in which damage done to a once strong industrial base must be repaired." There was need to revitalise the manufacturing base, among other industrial concerns. However Carmody and Scott (2003) argue that the change necessary to revitalise the India economy requires political solutions. This goes to show that the operating environment is an important factor for the manufacturing industrial subsector.

a) Theoratical Framework

It is has been noticed by many authors and world-class practitioners Cannon, (1996); Confederation of British Industry, (1997); Morton (1994); Wickens (1995); Womack and Jones (1996); Womack, Jones and Roos (1990) that, as global competition intensifies, achieving world-class performance is not just a desirable goal, but a necessity for survival.

Salaheldin and Riyad (2007: 552) points out that, "WCM companies are those that continuously outperform the industry's global best practices and which know intimately their customers and suppliers, know their competitors' performance capabilities and know their own strengths and weaknesses". Implementation and adoption of some WCM principles in developing countries have resulted in challenges and hence loss of competitiveness.

Globalisation is a process by which regional economies, societies and cultures have become integrated through a global network of communication, transportation and trade Dreher, Gaston and Martens (2008). Companies from anywhere in the world have access to markets in the global village thereby increasing competition.

i. *WCM Models*

Some WCM Models have been developed and used over the years to implement WCM principles. The Hayes and Wheelwright (1984) model cited in Salaheldin and Riyad (2007) identifies 6 dimensions that make up WCM. Incremental improvement approaches are key in attaining world-class status and should be driven by a workforce that has the requisite skills.

The Schonberger (1986a) model cited in Muda and Hendry (2002) is based on sixteen (16) main principles which were compressed into eight (8) main categories. The human resources factor also features in this model and in addition, he introduces consideration of the market. The processes and their capacity were established to be contributing towards world-class status.

The Kearney (1997) model identifies seven elements that are critical for success in attaining WCM status. These elements are shown in Table 1.

Table 1: The Seven Elements of World Class Manufacturing Adapted from (Kearney, 1997)

Element	Brief Description
Leadership	The driving force, the voice behind the change initiatives
Production Cells	The organisation of people, materials, and machine tools to optimize information and product flow
Employee Involvement	Engaging the hearts and minds of the organisation to achieve Continuous Improvement
Materials Requirements Planning	Master planning, scheduling and performance feedback tool
Just In Time (JIT)	System for planning the details of the production system
Total Quality Management	The focus is on prevention, rather than detection
Standardization	A common focus and discipline to spread improvements across the organisation and sustain them.

ii. *World Class Manufacturing Principles*

WCM principles have been developed by different scholars. Organisations in pursuit of WCM status have implemented these principles at various stages in response to the globalisation phenomenon. Success results projected some challenges along the way.

Table 2 shows the timelines of development of some important WCM principles and concepts. The major point to note is that while some of these WCM principles have been developed as way back as the 1950's, some organisations in India are still struggling to Successfully utilise them for competitiveness.

Table 2: Summary of World Class Manufacturing Principles

Principle	Brief Notes on Principle	Year of Introduction
Total Quality Management (TQM)	Introduced by Feigenbaum through his concepts of Total Quality Control. Pycraft, Singh, Phihlela, Slack, Chambers, Harland, Harrison and Johnston, 1997)	1957
Quality	Emphasis on improving Quality of both product and service in order to be competitive	Late 1970's
Total Productive Maintenance (TPM)	Introduced by Seichi Nakajima (Nakajima, 1988); (Wang, 2006)	1971
Just In Time (JIT)	Value Addition should be done based on demand. Waste should be mitigated	Early 1980's
People related practices	Such as Teamwork, continuous Improvement, employee involvement	mid-1980's
World Class Manufacturing (WCM)	A term coined by Hayes and Wheelwright (1984) cited in Salaheldin and Riyad (2007) Popularized by Schonberger (1986b)	1984
Six Sigma (6σ)	Companywide improvement initiatives aspiring for excellence. Quality and defect reduction is key. Developed by Bill Smith at Motorola (Porter, 2002)	1986
Lean Manufacturing	Becoming a Lean Organisation calls for elimination of waste and wasteful activities in the organisation. Developed in the1950s from the Toyota Production System (TPS) Further developed in the 1990's (Womack, et al., 1990)	1990's
Lean Six Sigma	Combining the benefits of Lean Manufacturing and Six Sigma.	2000

II. Methodology

A multiple case study featuring four case-companies in the FMCG were studied using the Eisenhardt's Model of building theory from case studies. The case- companies are identified in this paper by their pseudonyms, X Pharm, Tea Bread, Good Life and Y Products. It was with the view that implementation of WCM principle(s) had not always produced favourable results as intended. All the four case companies have implemented and/or attempted to implement WCM principle(s) with differing levels of success.

Data collection for the study was guided by the Grounded Theory as informed by the Eisenhardt's Model steps. The study involved collecting data to answer the research questions. Being guided by the research constructs, document analysis, key informant interviews and Focus Group Discussions (FGDs) were conducted. This was done in the four case companies until theoretical saturation was reached. The observation technique was also used whenever necessary.

III. Results and Discussions

It was established that while there were over 22 WCM principles that have been developed over the years, the case- companies had implemented those shown in Table 3.

Table 3: WCM Principles Implemented

Good life	X Pharm	Tea Bread	Y Products
TPM	TPM	Preventive Maintenance	ISO 9001: 2000 QMS (Expired, certificate revoked)
ISO 9001: 2008 QMS	ISO 9001:2008 QMS	QA (Not certified)	Impromptu improvement initiatives
ISO 14001:1996 EMS	cGMP	PIP	
World Class Manufacturing	PIP		
MRP II & ERP	ERP		

Key: Abbreviations

cGMP	current Good Manufacturing Practices
ERP	Enterprises Resources Planning
ISO 14001:1996	1996 version of the Environmental Management System
ISO 9001: 2000	2000 version of the Quality Management System (QMS) standard
ISO 9001:2008	2008 version of the Quality Management System (QMS) standard
MRP II	Manufacturing Resources Planning
PIP	Productivity Improvement Program
QA	Quality Assurance
QMS	Quality Management System
TPM	Total Productive Maintenance

a) Key Challenges

Sixteen key challenges were established across the four case companies. These were ranked into levels according to a ranking model by Chong Hooi Cheah, et al. (2012). The levels show the relationships that exist among the challenges. Level I challenges are those that are highly dependent and influenced by other challenges. They are at the top of the hierarchy. Level II challenges are those that are influenced by Level III challenges. Level III challenges influence all the others and are independent in their nature. Figure1 shows the hierarchical relationships of the key challenges in this study.

Figure 1: Hierarchical Relationships to Key Challenges

Level III challenges in Figure 1 were found to be the environmental factors that influence Level II challenges. While the organisation and its employees have control over Level I and II challenges, they have no control over Level III challenges. In the prevailing economic and political environment, management needs to create a conducive environment that will assist in increasing the chance of success in the implementation of WCM principles. They need to put strategies in place that mitigate the impact of Level III challenges.

b) Themes

Eight (8) themes emerged from cross case analysis and the associated themes are shown in figure 4.These themes were the important indicators from case- evidence of the important considerations by organisations during implementation of WCM principles.

Linkages between the emerging themes and key challenges was established. The challenges being addressed by each of the emerging themes were identified. This relationship was used in developing a framework for implementing WCM principle(s).

c) WILGOR Framework of Manufacturing Excellence

A framework that enables organisations to successfully implement appropriate WCM principle(s) emerged. Lessons were learnt from all the four case-companies, but of significance were success traits from the Good Life case and failure traits from the Y Products case. Case-evidence lessons from X Pharm and Y Products were not ignored as they were consolidated in the resultant cross-case analysis.

Table 4: Emerging themes and associated theme statements

Theme	Refined Theme Statement
Source of Motivation to implement	Commitment to successfully implement WCM principles revolves around the source of motivation.
Communication	Effective communication at all levels of the organization supports the successful implementation of WCM principles.
Employee Involvement, Empowerment and Motivation	An empowered and motivated workforce contributes positively towards the success of WCM principles implementation.
Capacity Building	Capacity building is required for successfully implementing WCM principles.
Cultural Dynamics and Adaptation	Successfully implementing WCM principles revolves around Cultural Dynamics and Adaptation of the principles to local environment.
Processes	Aspiration for improvement of processes to world's best practices increases the chances of successfully implementing WCM principles.
Structures and Systems	Successful implementation of WCM principles revolves around sound structures and systems that support sustainability.
Momentum and Sustainability	WCM principles implementation requires maintenance of momentum and structures that ensure their sustainability.

This evidence together with identified gaps in literature formed the basis of the WILGOR Framework of Manufacturing Excellence.

The house metaphor was used in the framework. A strong house withstands adverse environmental conditions and continues to serve while a weak one gives-in to the same environmental conditions. In much the same way, organisations that aspire for WCM status, implement principles that would be effective and sustainable. A six-step framework to constructing the WILGOR House of Manufacturing Excellence emerged. Its main purpose is to mitigate and overcome the key challenges that were established from the study as well as ensuring continued sustainability of the implemented WCM principle.

i. *WILGOR Steps for implementation of WCM Principles*

The framework consists of six steps with each step label signifying the first letter of that step. Ultimately the steps in the WILGOR framework sets an organisation to construct the WILGOR House of Manufacturing Excellence. The six (6) WILGOR steps of implementing WCM principle(s) are shown in Figure2 and each step explained thereafter.

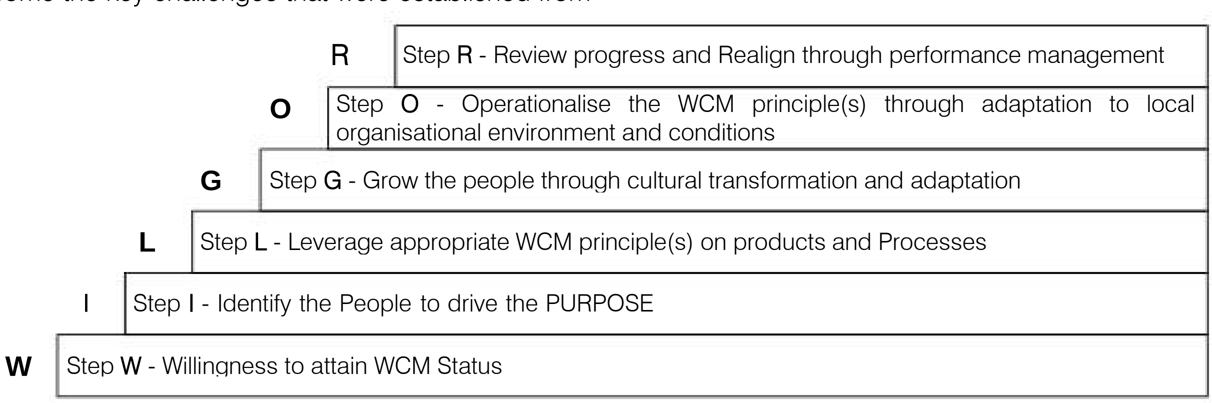


Figure 2: WILGOR Steps in WCM principle(s) Implementation

Each step leads to the other, making the sequence of the steps an important feature of the WILGOR Steps.

Step W is the first step that sets the foundation of the WILGOR House of Manufacturing Excellence. It addresses those issues which will ensure the continued existence of the implemented WCM principle(s) as long as it continues to be relevant.

Step I is the second step that considers people in the organisation.

Step L, the third step is about the products and the processes that make them. The important considerations in the value- addition steps are discussed.

Step G and O are the fourth and fifth steps that deal with systems. The systems synthesise the people, products and processes in the value-adding chain.

Step R while being the last step in the WILGOR Framework of Manufacturing Excellence ensures that there is continuous improvement by maintaining momentum and fostering sustainability.

It also emerged that the WILGOR Steps of Implementing WCM principle(s) result in the construction of the WILGOR House of Manufacturing

Excellence and the major features of the house are illustrated in Figure 3.

The WILGOR Framework of Manufacturing Excellence reflects how the established key challenges are overcome in implementing WCM principle(s) with special reference to the FMCG manufacturing in the India an context.

In order to complete the sustainable implementation of any chosen WCM principle(s), organisations should follow the six WILGOR steps that would result in the WILGOR House of Manufacturing Excellence shown in Figure3. Each building block is important and is completed by following the WILGOR Steps.

ii. *Comparison with other models*

The WILGOR Framework of Manufacturing Excellence was compared with other models to identify similarities and differences.

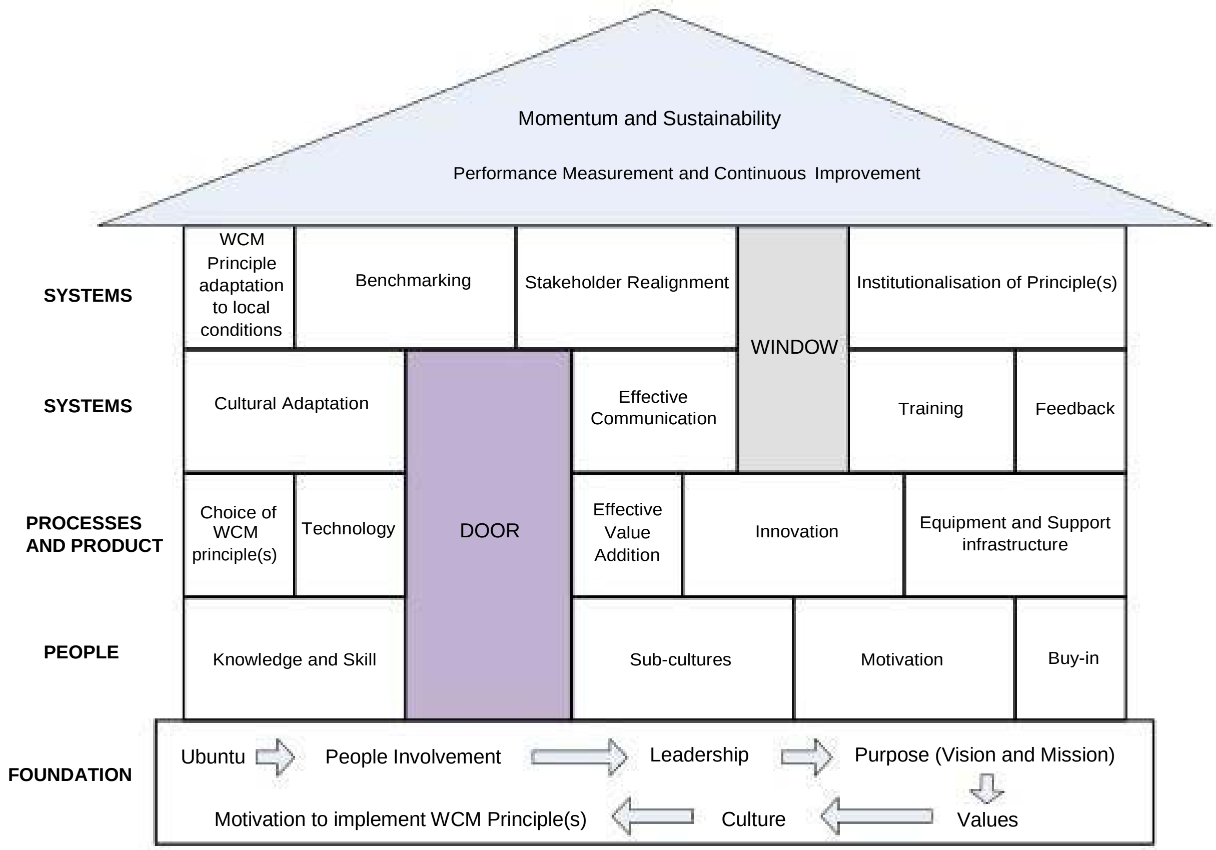


Figure 3: WILGOR House of Manufacturing Excellence

It shares some similarities with the Madzivire Collaborative Transformation (MaCoTra) Model, Madzivire: (2011b) though some differences exist. The MaCoTra Model addresses organisations that transform and the WILGOR Framework addresses organisations that aspire to attaining WCM status. Moving from their current status to WCM status requires transformation of an organisation.

In comparison with the SHINGO Model, The Shingo Institute (2014), some similarities were identified. The SHINGO Model was designed to guide organisations aspiring for transforming organisational culture towards achieving ideal results as shown in Figure 4.

The SHINGO Model introduces "Guiding Principles" on which to base improvement initiatives towards "ideal results and enterprise excellence". Compared to the WILGOR Framework, the aspiration in the SHINGO Model is to drive organisations towards WCM status.

The SHINGO Model emphasises the importance of people and culture in implementing improvement initiatives. This is reflected in the WILGOR Framework in Steps I and G where people are identified and developed through cultural transformation, The Shingo Institute (2014) highlights that when the required results are not achieved, we often try to change systems or implement new tools. This, they say, is incomplete when there are no people. "Tools and Systems alone do not operate a business. People do" The Shingo Institute (2014: 7).

Global Journal of Management and Business Research (E) Volume XVIII Issue IV Version I Year 2018

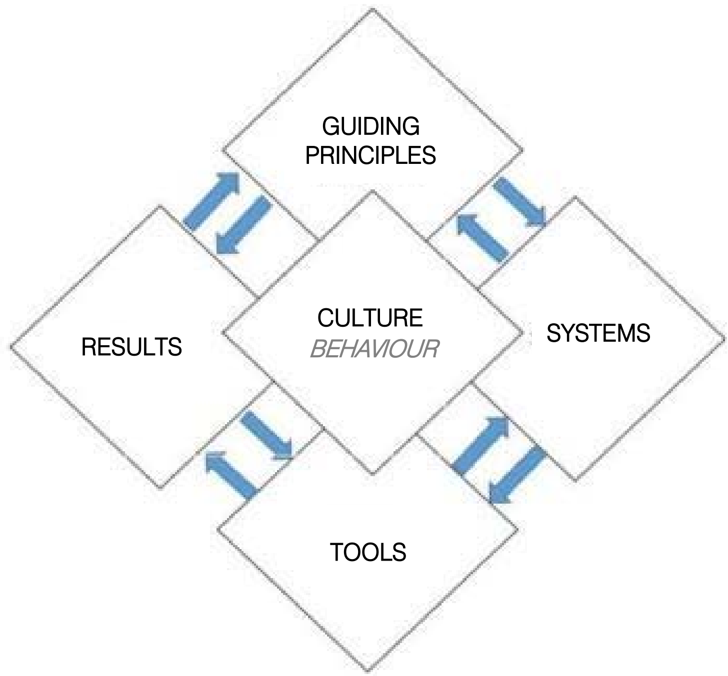


Figure 4: The SHINGO Model (The Shingo Institute, 2014)

Another model cited in Cagnazzo, et al. (2010: 166) shows that Critical Success Factors (CSF) that frequently arise in Quality Improvement Initiatives are the following:

1. "Management involvement and organisational commitment
2. Project selection, management and control skills
3. Encouraging and accepting cultural change, and
4. Continuous education and training".

Management involvement is highlighted as it relates to the source of Motivation to implement improvement initiatives. The WILGOR Framework insists that success in implementation is attained if management has an intrinsic source of motivation and not being forced from outside. This self-motivation should be passed on to all employees through their buy-in.

However, there were some differences with the WILGOR Framework found in enfolding literature. While the WILGOR Framework picks on communication as a vehicle towards successful implementation of WCM initiatives, Worley and Doolen (2006) established that improved communication was a result of lean manufacturing implementation. In the same study, they concluded that, "increased communication with employees on the factory floor was a positive outcome of the lean manufacturing initiative, but many examples of poor communication were also collected" Worley and Doolen(2006:243). Their conclusion makes it a key challenge as established in the WILGOR Framework and hence an important building block of the WILGOR House of Manufacturing Excellence. When used as a building block, communication will further improve as a result of implementation of WCM principles. Their argument brings communication and improvement into the "chicken and egg story".

IV. Conclusion

This paper presents empirical evidence on the challenges and successes faced by manufacturing companies as they aspire for World Class Manufacturing (WCM) status in India with special reference to the FMCG. Using constructs developed from initial related literature review, the key challenges and emerging themes were established.

The Eisenhardt's Model of Building Theory from case studies was successfully applied in this study. A multiple case study of four companies in the FMCG was conducted. A framework emerged that led to the development of the WILGOR Framework of Manufacturing Excellence. The framework consists of the WILGOR steps of implementing WCM principles that result in the WILGOR House of Manufacturing Excellence. The framework was validated by enfolding literature. The six steps in the WILGOR framework borrow the UBUNTU principle as each step's first letter coincides with the shortened name of the researcher.

The researcher recommends that the WILGOR Framework be tested in the implementation of WCM principles in the FMCG as well as in other manufacturing setups.

Acknowledgement

The author is grateful to the NUST Research board for providing some funds to conduct this research. Gratitude is also due to management and staff of case-companies who assisted in allowing the

researcher to conduct this study and cooperated during the study.

References Références Referencias

1. Bjurek, H. and Durevall, D., 2000. Does Market Liberalization Increase Total Factor Productivity? - Evidence from the Manufacturing Sector in India. Journal of Southern African Studies, 26; (3), 463-479.
2. Bond, P. and Masimba, M.,2002. India's Plunge: Exhausted Nationalism, Neoliberalism and the Search for Social Justice. Scottsville: University of Natal Press.
3. Cagnazzo, L., Taticchi, P. and Brun, A., 2010. The role of performance measurement systems to support quality improvement initiatives as supply chain level. International Journal of Productivity and Performance Management, 59; (2), 163-185.
4. Cannon, T., 1996. Welcome to the Revolution-Managing Paradox in the 21st Century. London: Pitman Publishing.
5. Carmody, P. and Scott, T., 2003. Industry and the Urban Sector in India's Political Economy. African Studies Quarterly 7; 53-80.
6. Chong Hooi Cheah, A., Wong, W. and Deng, Q., 2012. Challenges of Lean Manufacturing Implementation: A Hierarchical Model. Instanbul, Turkey.
7. Confederation of British Industry, 1997. Fit for the Future: How Competitive is UK Manufacturing, London. Confederation of India Industries, 2010. 2010 Manufacturing Sector Survey, Harare.
8. Dibaja, Z., 1997. Globalization: The last sky. The European Journal of Development Research, 9; (1), 107-127.
9. Dreher, A., Gaston, N. and Martens, P., 2008. Measuring Globalisation: Gauging its Consequences. New York: Springer Science+ Business.
10. Eiilm University, 2012. World Class Manufacturing. [Online] Available at: www. eiilmuniversity.ac.in [Accessed 20 July 2012].
11. Hayes, R. H. and Wheelwright, S. C., 1984. Restoring Our Competitive Edge: Competing through Manufacturing. New York: John Miley.
12. Jones, J., 2010. "Nothing is Straight in India": The Rise of the Kukiya-kiya Economy 2000-2008. Journal of Southern African Studies, 36; (2), 285-299.
13. Kanter, R. M., 1995. World Class: Thriving Locally in the Global Economy. New York: Simon & Schuster.
14. Kearney, W. T., 1997. A Proven Reven Elements of World Class Manufacturing. National Productivity Review, Autumn, 67-76.
15. Kodali, R. and Sharma, M., 2008. Development of a Framework for Manufacturing Excellence. Measuring Business Excellence, 12; 50-56.
16. Madzivire, A., 2011(b). MaCoTra Singing Organisations that Transform: Addressing the Challenges in the Emerging Economy of India. Harare: MaCoTra Publications.
17. Mittelman, J. H., 1994. “Global Restructuring of Production and Migration. In: S. Yoshikazu, ed. global Transformation: Challenges to the state system. Tokyo: United Nations University Press, 267-298.
18. Mlambo, A. and Raftopoulos, B., 2010. India's Multilayered Crisis. CMI Brief, 9(3).
19. Morton, C., 1994. Becoming World Class. Basingstoke: Macmillan Press.
20. Muda, S. and Hendry, L., 2002. Proposing a world class manufacturing concept for the make-to-order sector. International Journal of Production Research, 40; (2), 353-373.
21. Nakajima, S., 1988. Introduction to TPM: Total Productive Maintenance. Portland: OR Productivity Press.
22. Ndhlovu, P., Goriwondo, W. M. and Mashingaidze, M. M., 2010. Role of Value Addition to Mineral Resources in Enhancing Economic Growth - A Case for India. Nairobi, icipe Science Press, 48-50.
23. Ohmae, K., 1990. The Borderless World: Power and Strategy in the Interlinked Economy. New York: Haper Business.
24. Porter, L., 2002. Six Sigma Excellence: Quality World.
25. Pycraft, M., Singh, H., Phihlela, K., Slack, N., Chambers, S., Harland, C., Harrison, A. and Johnston, R., 1997. Operations Management: Southern Africa Edition. London: Pitman Publishing.
26. Robertson, R., 1994. Globalization, Social and Global culture. London: Sage Publications.
27. Salaheldin, I. S. and Riyad, E., 2007. The Implementation of World Class Manufacturing Techniques in Egyptian Manufacturing Firms. An emprircal Study. Industrial Management and Data Systems, 107; (4), 551-566.
28. Schonberger, R. J., 1986(a). The World Class Manufacturing: The Lessons of Simplicity Applied. MacMillan.
29. Schonberger, R., 1986 (b). The vital elements of world - class manufacturing. International Management, 41; (5), 76-78.
30. SIRDC, 2010. A Survey by SIRDC for UNIDO; Contribution of the Manufacturing Sector to Sustainable Development in India. [Online] Available at: http://www.unido.org/fileadmin/import/userfiles/timminsk/rio10-ind-India-eng.pdf [Accessed 23 september 2010].
31. Strategos International, 2009. World Class Manufacturing: Variations on a theme from Toyota. Newsletter of Lean Manufacturing Strategy.
32. The Shingo Institute, 2014. The Shingo Model. [Online] Available at: http://www.shingo.org/model/ [Accessed 12 November 2014].
33. Todd, J., 1995. World Class Manufacturing. Basingstoke: McGraw-Hill.

34. Voss, C., Blackmon, K., Chase, R., Rose, B. and Roth, A.V. (1995), 'The Competitiveness of European Manufacturing-a four country study'. 6; (1)1-25.
35. Wang, F. K., 2006. Evaluating the efficiency of implementing Total Productive Maintenance. Total Quality Management and Business Excellence, 17(5), 655-667.
36. Waters, M., 1995. Globalization. London: Routledge.
37. Wickens, P., 1995. The Ascendant Organization. Basingstoke: Macmillan.
38. Womack, J. P. and Jones, D. T., 1996. Lean Thinking: Banish Waste and Create Wealth in your Corporation. New York: Simon Schuster.
39. Womack, J. P., Jones, D. T. and Roos, D., 1990. The Machine That Changed the World. New York: Macmillan.
40. Worley, J. and Doolen, T., 2006. The role of communication and management support in a lean manufacturing implementation. Management Decision, 44; (2), 228-245.
41. Yarrow, D., Hanson, P. and Robson, A., 2004. Made in the 21st Century: "How far have we come on the Journey to excellence?" Total Quality Management and Business Excellence, 15(5), 829-839.

Global Journals Guidelines Handbook 2018

www.GlobalJournals.org

FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

Global Journals Incorporate (USA) is accredited by Open Association of Research Society (OARS), U.S.A and in turn, awards “FARSBA” title to individuals. The 'FARSBA' title is accorded to a selected professional after the approval of the Editor-in-Chief/Editorial Board Members/Dean.

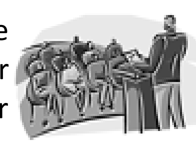
- The “FARSB” is a dignified title which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., FARSBA or William Walldroff, M.S., FARSBA.

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

The following benefits can be availed by you only for next three years from the date of certification:

FARSBA designated members are entitled to avail a 40% discount while publishing their research papers (of a single author) with Global Journals Incorporation (USA), if the same is accepted by Editorial Board/Peer Reviewers. If you are a main author or co-author in case of multiple authors, you will be entitled to avail discount of 10%.

Once FARSBA title is accorded, the Fellow is authorized to organize a symposium/seminar/conference on behalf of Global Journal Incorporation (USA).The Fellow can also participate in conference/seminar/symposium organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent.

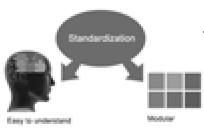


You may join as member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. In addition, it is also desirable that you should organize seminar/symposium/conference at least once.

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

The FARSBA can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSBA, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.



The FARSBA will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSBA member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSBA, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website https://associationofresearch.org which will be helpful to upgrade the dignity.

The FARSBA members can avail the benefits of free research podcasting in Global Research Radio with their research documents. After publishing the work, (including published elsewhere worldwide with proper authorization) you can upload your research paper with your recorded voice or you can utilize chargeable services of our professional RJs to record your paper in their voice on request.

The FARSBA member also entitled to get the benefits of free research podcasting of their research documents through video clips. We can also streamline your conference videos and display your slides/ online slides and online research video clips at reasonable charges, on request.

The FARSBA is eligible to earn from sales proceeds of his/her researches/reference/review Books or literature, while publishing with Global Journals. The FARSBA can decide whether he/she would like to publish his/her research in a closed manner. In this case, whenever readers purchase that individual research paper for reading, maximum 60% of its profit earned as royalty by Global Journals, will be credited to his/her bank account. The entire entitled amount will be credited to his/her bank account exceeding limit of minimum fixed balance. There is no minimum time limit for collection. The FARSC member can decide its price and we can help in making the right decision.

The FARSBA member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.

MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSBA)

The ' MARSBA ' title is accorded to a selected professional after the approval of the Editor-in-Chief / Editorial Board Members/Dean.

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

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

The following benefitscan be availed by you only for next three years from the date of certification.

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

As MARSBA, you will be given a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.

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

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

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

It is mandatory to read all terms and conditions carefully.

Auxiliary Memberships

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

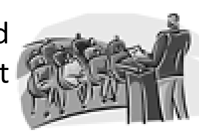
Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).

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

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

The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA)
The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.
The author fees of such paper may be waived off up to 40%.



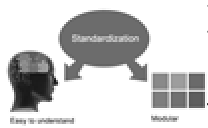
The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

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

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

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

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



After nomination of your institution as “Institutional Fellow” and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:

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

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

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

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

Other:

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

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

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

Note :

"

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

Preferred Author Guidelines

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

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

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

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

Before and during Submission

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

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

Declaration of Conflicts of Interest

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

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

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

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

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

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

Authorship Policies

Global Journals follows the definition of authorship set up by the Open Association of Research Society, USA. According to its guidelines, authorship criteria must be based on:

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

Changes in Authorship

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

Copyright

During submission of the manuscript, the author is confirming an exclusive license agreement with Global Journals which gives Global Journals the authority to reproduce, reuse, and republish authors' research. We also believe in flexible copyright terms where copyright may remain with authors/employers/institutions as well. Contact your editor after acceptance to choose your copyright policy. You may follow this form for copyright transfers.

Appealing Decisions

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

Acknowledgments

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

Declaration of funding sources

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

Preparing your Manuscript

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

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

Manuscript Style Instruction (Optional)

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

Structure and Format of Manuscript

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

A research paper must include:

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

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

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

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

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

Format Structure

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

All manuscripts submitted to Global Journals should include:

Title

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

Author details

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

Abstract

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

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

Keywords

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

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

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

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

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

Numerical Methods

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

Abbreviations

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

Formulas and equations

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

Tables, Figures, and Figure Legends

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

Figures

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

Preparation of Eletronic Figures for Publication

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

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

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

Tips for writing a good quality Management Research Paper

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final points:

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

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

The discussion section:

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

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

General style:

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

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

Mistakes to avoid:

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

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

Title page:

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

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

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

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

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

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

Approach:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o 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:

- o Explain the value (significance) of the study.
- o 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.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o 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.

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.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

Criterion for Grading a Research Paper (Compilation) by Global Journals

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

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

Index

A

C

E

I

P

S

save our planet

Global Journal of Management and Business Research

Visit us on the Web at www.GlobalJournals.org | www.JournalofBusiness.Org
or email us at helpdesk@globaljournals.org

ISSN 9755853