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ONLINE COMMUNITY IDENTIFICATION AND CITIZENSHIP BEHAVIORS: INVESTIGATING THE EFFECT OF PERCEIVED VALUE

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ABSTRACT

This study examines the perceived values (utilitarian, hedonic, social, epistemic, and conditional) of consumers participating in an online community and their influence on online community identification and citizenship behaviors. This study utilized Taiwan internet forums, which discuss mobile phones. Two hundred and forty-three valid responses were collected and structural equation modeling was applied to test the hypothesized relationships. Results show that all utilitarian, hedonic, and social values had a positive effect on online community identification. Social value had the strongest influence on community identification, followed by hedonic and utilitarian value. In addition, consumers experiencing high levels of epistemic value gained better utilitarian, hedonic, and social values rather than conditional value. As expected, a higher degree of online community identification, which benefits the community, was linked to stronger in-role and extra-role participants' responses.

KEYWORDS

Perceived value, online community identification, citizenship behavior, online community.

INTRODUCTION

The Internet has revolutionized the lifestyles, patterns of communication, and information-seeking behavior of the communities and nations in which it is used, and has shifted the phenomenon of social interaction into cyberspace in what have become known as online communities. An online community is a virtual community both in that it exists in cyberspace and in that its members agree to the existence and continuation of the community by entering into and sharing a communal ritual of participation in it (Kim, 2000). Online communities exist in many forms, including online message boards on which participants can post their thoughts and ideas on various topics, and weblogs, in which only a limited number of people have the privilege of contributing postings.

The development of the Internet allows businesses to interact with and build relationships with their customers (Grönroos, 2000). An online community is an entity that is potentially beneficial to a business in that it can help strengthen these relationships in a more direct and economical manner than has been possible with prior means of communication. As a low-cost source of consumer information, an online community gives businesses insight into consumer needs and preferences (Godes and Mayzlin, 2004), and research has found that consumers' online product choices are affected to a greater degree by information and recommendations that they receive online than by traditional word of mouth (WOM) (Senecal and Nantel, 2004). Online consumer reviews have been found to influence consumers' online purchases of goods such as books (Chevalier and Mayzlin, 2006) and consumers use online discussion groups to actively assess and evaluate merchandise such as digital cameras before making a decision to purchase a particular item of this kind (Fong and Burton, 2006).

In view of the growing influence of online forums and blogs on consumers' decision-making processes, the study reported here was done to clarify understanding of the values that contribute to consumers' participation in an online community for sharing information and viewpoints about commercial products, and to help clarify how their identification with an online community affects their behavior as members of that community, as in the case of purchasing products suggested by the community, making product-related recommendations to other members of the online community, and engaging in positive WOM recommendations of products.

REVIEW OF LITERATURE AND HYPOTHESES

CONSUMER-COMMUNITY IDENTIFICATION

An online community provides a social context for collective participation by individuals with diverse backgrounds, conferring on them a sense of belonging and allowing them to develop social ties, share common values, and develop personal relationships with others in the community (Muñiz and O'Guinn, 2001; Wiertz and Ruyter, 2007; Toral et al., 2010). Social identity theory suggests that to enrich their social identity, which serves to enhance their self-definition, individuals often associate with specific groups, including groups with which they have no direct interpersonal contact (Tajfel and Turner, 1985).

According to this theory, identity can be described as following a continuum ranging from definition of the self in terms of personal identity at one end to definition of the self in terms of social identity at the other. Personality identity refers to self-descriptions that reflect personality traits and other individualistic characteristics. By comparison, social identity refers to self-descriptions derived from formal and informal group memberships (Marques, 1998; Turner, 1984). When consumers identify with a specific online community, they view themselves as psychologically attached to that community and feel socially and emotionally connected with other members of the community (Ellemers et al., 1999; Pelling and White, 2009; Chou, 2010; Pfeil et al., 2011; Zhou, 2011). The following sections discuss elements of consumers' perceived values that may lead to their identification as members of a community.

PERCEIVED VALUES GAINED FROM COMMUNITY

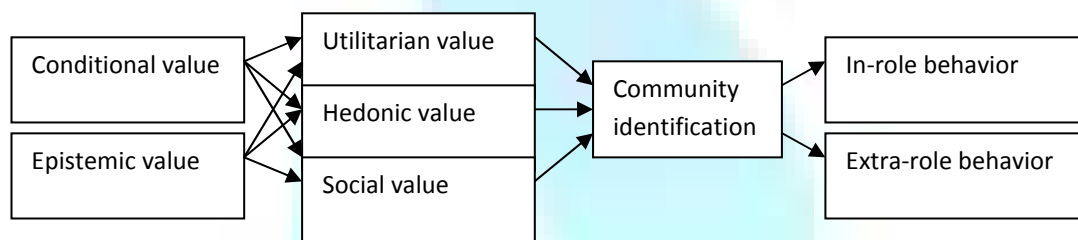
Consumers visiting an online community typically have a value-related motivation for doing so, such as gaining new knowledge, seeking social interaction and companionship, and deriving economic benefit (Kang et al., 2007). Consumers are more likely to conceive of themselves as members of a specific virtual community if they believe that that community can better realize their values than can other communities. In this situation, the values perceived as being derived from the community contribute to identification with the community (Koh and Kim, 2003; Dholakia et al., 2004; Lin, 2007; Zhou, 2011).

Sheth, Newman, and Gross, in one of the most comprehensive studies of perceived values (Sheth et al., 1991), introduced five values that affect behavior related to consumption, consisting of functional value, social value, emotional value, epistemic value, and conditional value. They defined functional value as the perceived utility acquired by a particular choice "as the result of its ability to perform its functional, utilitarian, or physical purposes"; social value as the perceived utility acquired by a particular choice "as a result of its association with one or more specific social groups"; emotional value as the perceived utility acquired by a particular choice "as a result of its ability to arouse feelings or affective states"; epistemic value as the perceived utility acquired by a particular choice "as a result of its ability to arouse curiosity, provide novelty, and/or satisfy a desire for knowledge"; and conditional value as the perceived utility acquired by a particular choice "as a result of the specific situation or context of the choice maker" (Sheth et al., 1991).

The five original value dimensions defined by Sheth et al. (1991) were designed for the purpose of analyzing purchasing decisions about traditional goods or brands of merchandise, and some modifications have been made to these values for use in studies of online behavior. Thus, for example, to convey the functional aspect of online behavior, Dholakia et al. (2004) used the term "purposive value," which accords with the pragmatic experience described by Nambisan and Nambisan (2008). In other studies, the concept of entertainment value was used in lieu of emotional value to measure consumers' fun, pleasure, and enjoyment in participating in an online community (Koh and Kim, 2003; Dholakia et al., 2004; Chitturi et al., 2008).

In most previous studies of perceived values among Internet users and members of online communities, conditional and epistemic values have attracted limited attention (Pihlström and Brush, 2008). In these studies, however, the five original value dimensions defined by Sheth et al. (1991) were adapted to reflect the distinctive value motives for identifying with an online community. In the literature on the consumption of goods or services so far published, each of the value dimensions utilized has been conceptualized as an independent variable having a direct influence on consumer choice behavior (Sheth et al., 1991). Various prior researchers' conceptions of perceived value have come to be reflected in a tripartite conceptualization of comprehensive online community value that incorporates the dimensions of utilitarian, social, and hedonic value as directly influencing consumers' identification with particular online communities, which in turn determines consumers' citizenship behavior in an online community (Pihlström and Brush, 2008; Duman and Mattila, 2005; Rintamaki et al., 2006; Sweeney and Soutar, 2001). The conditional and epistemic values defined by Sheth et al. (1991) were conceptualized as antecedents of the three value dimensions named above, influencing consumer's identification only indirectly, through these three value dimensions. Figure 1 is a conceptual model of the way in which motives related to each of these value dimensions affects identification with an online community.

FIGURE 1: A VALUE-BASED MODEL OF ONLINE COMMUNITY IDENTIFICATION

**PERCEIVED VALUE AND COMMUNITY IDENTIFICATION**

Utilitarian value is dominantly extrinsic, functional, and cognitive, and is often associated with rational motives having to do with needs of time, place, or possession (Babin et al., 1994; Chandon et al., 2000; Noble et al., 2005). Research has shown that consumers participate in a consumption-focused online community to acquire timely and economical pre-purchase information about items of merchandise (Goldsmith and Horowitz, 2006). Ridings and Gefen (2004) stated that the most frequently cited reason for joining a virtual community is to acquire information about a product, topic, or new development. Information of good quality and utility are conducive to participation in a community where such information is perceived as being available (Koh and Kim, 2003; Lin, 2006). When participants in an online community perceive that it can better serve or satisfy their utilitarian information needs than can some other modality, they are more likely to identify with that community. This leads to the following hypothesis:

H1: Utilitarian value has a positive effect on identification with an online community.

Hedonic value is experiential and affective, and is often linked to intangible attributes of an online community (Babin, 1994; Noble, 2005). Hedonic value can, for example, be derived from interaction with the participants in an online community by making them feel good or relaxed, and providing enjoyment and pleasure (Dholakia, 2004; Chitturi, 2008; Sherman et al., 1997). Accordingly, it would be expected that the greater the hedonic value of participation in a virtual community, the more likely a participant would be to feel a sense of belonging to that virtual community. This leads to the following hypothesis:

H2: Hedonic value has a positive effect on identification with a virtual community.

Social value refers to the social and relational benefits (for example, emotional support) derived from interaction with other members of a virtual community. An online community serves as a locus through which members can help one another to achieve goals, obtain rewards, and develop friendships and even intimacy with other members (Dholakia et al., 2004; Ridings and Gefen, 2004; Nambisan and Nambisan, 2008; Li, 2011). Ridings and Gefen (2004) found that beyond having access to information, social support was the most frequently cited reason for joining a virtual community. Li (2011) examined factors influencing the willingness to contribute information to online communities and found that social approval was the strongest predictor of the willingness to contribute. Accordingly, it is proposed that greater social value will increase participants' sense of belonging to a virtual community and hence increase their identification with the community, as follows:

H3: Social value has a positive effect on identification with an online community.

Conditional value is the perceived utility of participating in a virtual community on the basis of the participant's specific situation or context. The conditional value of an online community depends on the location of the participants, the time available for their participation, their individual psychologies and viewpoints, and their social and technological milieu. Thus, for example, the perceived conditional value of an online community will be high in situations in which it can provide a rapid solution to a participant's pressing and accidental circumstance, such as the rapid resolution of a software problem. As a result, situation-specific factors, such as time constraints, affect participants' perceived value of an online community (Mael and Ashforth, 1992). In accord with Pihlstrom and Brush (2008), we posit conditional value as being antecedent to utilitarian, hedonic, and social value through the following three hypotheses:

H4: Conditional value has a positive effect on utilitarian value.

H5: Conditional value has a positive effect on hedonic value.

H6: Conditional value has a positive effect on social value.

According to Sheth et al. (1991), epistemic value refers to the perceived utility of participating in an online community to "arouse curiosity, provide novelty, and satisfy a desire for knowledge seeking." With respect to curiosity and novelty, the interactive nature of an online community allows its participants to exchange new and regularly updated or changing information. Previous research has indicated that participants are happy and experience delight with an online

community when it permits the exchange of novel information that arouses their curiosity (Cross Sales Report, 1995). Beyond this, such novel information satisfies the utilitarian nature of knowledge-seeking behavior. Participants who exchange new and regularly updated or changing information as members of an online community should also experience enhancement of their social value. In accord with prior research (Pihlström and Brush, 2008), we propose that novel information content can affect the utilitarian, hedonic, and social relevance of an online community, as follows:

H7: Epistemic value has a positive effect on utilitarian value.

H8: Epistemic value has a positive effect on hedonic value.

H9: Epistemic value has a positive effect on social value.

COMMUNITY CITIZENSHIP BEHAVIOR

The tendency to be an active consumer as a member of an online community, or demonstration of communal citizenship behavior, is explicated in the theory of organizational citizenship behavior, which according to Organ (1988) represents individual behaviors that are discretionary and not directly or explicitly recognized by a formal reward system. Consumer behaviors that are beneficial to an online community, such as becoming more involved in the community, are matters of individual personal choice, and can be categorized as in-role behaviors (Van Dyne et al., 1995). By comparison, voluntary and discretionary behaviors that are not expected or rewarded, such as making suggestions for improving an online community, making recommendations to other members of the community, or engaging in positive WOM about the community, are categorized as extra-role behaviors (Groth, 2005).

Research has consistently found that identification with an organization has a positive effect on members' loyalty to that organization (Adler and Adler, 1987; Mael and Ashforth, 1992) as well as having a positive effect on behavior related to citizenship in a community (Ahearne et al., 2005; Anderson et al., 2004; Bergami and Bagozzi, 2000; Bettencourt, 1997; Shen and Chiou, 2009) and loyalty to a particular brand of a commercial product (Peter and Olson, 1993). According to the concept of organizational citizenship behavior (Bateman and Organ, 1983), consumers who identify with an online community are more likely to express their support for the community by engaging in in- and extra-role behaviors that benefit the community, as expressed in the following hypothesis:

H10: The greater the degree of members' identification with a community, the more likely will the members be to exhibit (1) in-role and (2) extra-role behaviors that support the community.

RESEARCH METHODOLOGY

PARTICIPANTS AND DESIGN

The data used in the study were collected from Taiwan-based Internet forums that discuss mobile telephones. The telephones offer performance functions such as telephone calling and other modes of communication that permit their users, such as members of the Internet forums from which the study data were collected, to provide hedonic or enjoyable experiences to other user-members. The social status associated with various brands and models of the telephones has social value for forum members who lead discussions about the mobile telephones, in that it creates social collectivity with other members of the forum. Membership in the forum also has conditional value in providing information in real time when it is needed. Additionally, membership in the forum has epistemic value by providing knowledge about the functions and capacities of the mobile telephones discussed in the forum.

The study data were collected through an online questionnaire that was sent out after a pretest of the survey was conducted to ensure the appropriateness of the wordings used in the questionnaires and the measures provided by the constructs used in the study. The final questionnaire was modified on the basis of the feedback provided by the pretest samples ($n = 61$). To obtain the final questionnaire responses, private messages were sent to 1,495 registered mobile-phone forum members that were used in the survey. This yielded 295 completed survey questionnaires, reflecting a 19.73% response rate (295/1,495). Incomplete questionnaires ($n = 52$) were eliminated, reflecting 16.25% of the sample population (243/1,495).

SCALE RELIABILITY AND VALIDITY

Perceived values, members' identification with their online communities, and behaviors related to community citizenship were measured on the basis of the items used in the studies described earlier. Responses to the survey questions were measured on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The eight measurement items used in the study, and their sources, are shown in Appendix A.

A Cronbach's α test for reliability was applied to assess the internal consistency of the constructs used in the study. Nunnally (1978) called a value of 0.60 acceptable as a general rule for showing reliability with Cronbach's α , and all of the constructs used in the present study had values of Cronbach's α exceeding 0.60 (see Appendix A). Tests of convergent and discriminant validity were applied to the constructs. Factor loadings and the average percentage of variance extracted (AVE) were used to measure convergent validity. As noted by Hair and colleagues (2006), factor loadings with estimates of 0.50 or higher are considered significant. All loadings on the constructs used in the study had values exceeding 0.50 (see Appendix A). To check for discriminant validity among the constructs, the study compared the interconstruct correlations with the square root of the AVE of each construct. Table 1 presents the means, standard deviations, correlations between constructs, and square roots of the AVEs of the eight constructs used in the study.

RESULTS

SAMPLE CHARACTERISTICS

Of the 243 valid samples that served as the basis for the findings in the study, 68% came from females and 78.1% were from respondents who had at least some college education. Most of the respondents who provided valid samples were under 30 years old, with 34% in the 21- to 25-year age range, 23% in the 26- to 30-year age range, 18% in the 18- to 20-year age range, and 13% in the 31- to 35-year age range. Most of the respondents were office workers (49%) and students (42%). The characteristics of the sample population reflect current Internet users in Taiwan. A report from the Market Intelligence Center of Taiwan (2008) revealed that most of the nation's Internet users are students and office workers ranging in age from 20 to 29 years, and that most of the active users of online blogs are young females.

TESTING OF THE HYPOTHESIZED MODEL

A linear structural analysis was done to test the hypothesized model. The analysis showed that the final overall model adequately fit the study data ($\chi^2 = 608.83$, $df = 240$; $P = 0.00$; goodness of fit index (GFI) = 0.83; root mean square error of approximation (RMSEA) = 0.04; normed fit index (NFI) = 0.89; comparative fit index (CFI) = 0.93). Table 2 gives the relationships hypothesized in the study and summarizes those that were supported. The standardized estimates of the model supported all 10 hypotheses tested in the study. According to the standardized estimates, both conditional value and epistemic value had a positive influence on all of the other value dimensions examined in the study, and epistemic value had a stronger such influence than did conditional value. Social value ($\beta = 0.61$) had the strongest influence on community identification, followed by hedonic value ($\beta = 0.35$) and utilitarian value ($\beta = 0.10$).

TABLE 1: MEANS, STANDARD DEVIATIONS, AND CORRELATIONS

Constructs	Mean	S.D.	CV	EV	UV	SV	HV	ID	IR	ER
Conditional value (CV)	3.77	0.56	0.87							
Epistemic value (EV)	3.91	0.55	0.67	0.87						
Utilitarian value (UV)	3.80	0.56	0.67	0.64	0.91					
Social value (SV)	4.05	0.58	0.66	0.65	0.65	0.93				
Hedonic value (HV)	3.98	0.56	0.68	0.68	0.61	0.75	0.89			
Identification (ID)	4.17	0.46	0.61	0.64	0.66	0.79	0.72	0.89		
In-role behavior (IR)	4.04	0.61	0.62	.63	0.57	0.79	0.75	0.72	0.91	
Extra-role behavior (ER)	4.17	0.59	0.55	0.44	0.51	0.61	0.57	0.60	0.62	0.87

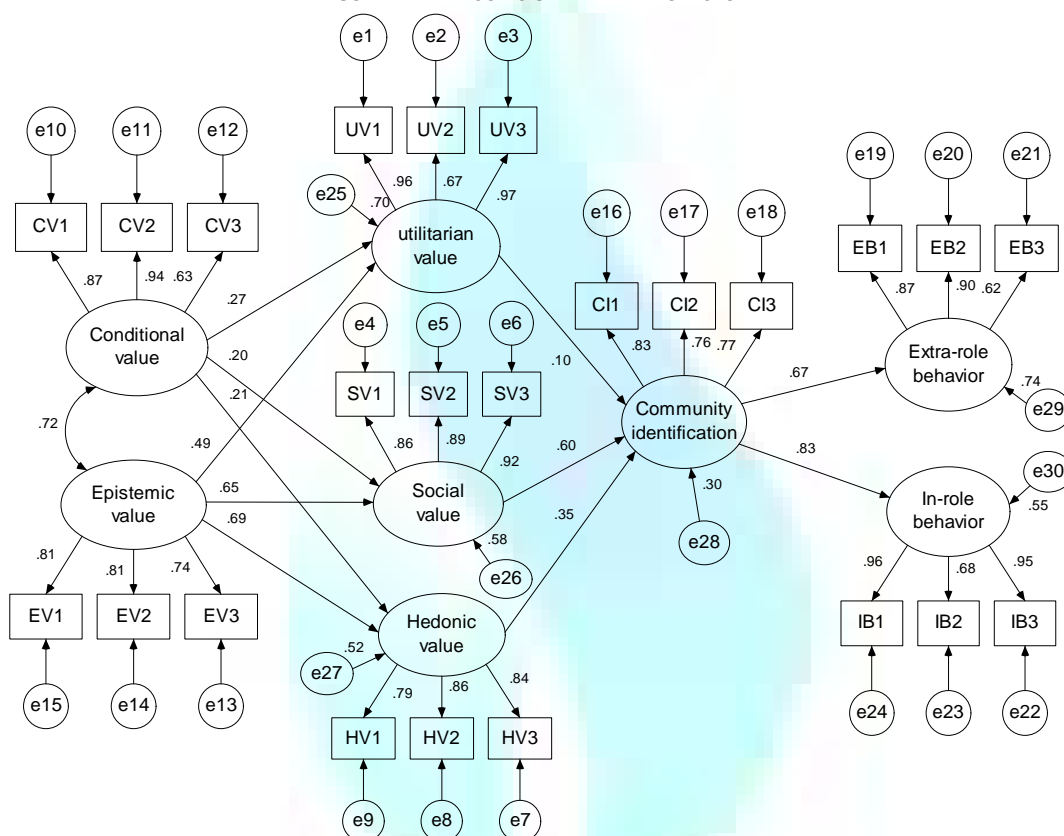
Notes: All correlations are significant at 0.01 level; $N=243$ and square root of AVE is reported in parentheses in the diagonal.

TABLE 2: STRUCTURAL MODEL RESULTS

Hypothesized relationship	Standardized estimates	t-value	Hypothesis supported
H1: Utilitarian value → identification	0.10	2.25*	Yes
H2: Hedonic value → identification	0.35	5.73**	Yes
H3: Social value → identification	0.61	9.65**	Yes
H4: Conditional value → utilitarian value	0.27	3.21**	Yes
H5: Conditional value → hedonic value	0.22	2.70**	Yes
H6: Conditional value → social value	0.20	2.58**	Yes
H7: Epistemic value → utilitarian value	0.49	5.50**	Yes
H8: Epistemic value → hedonic value	0.69	7.33**	Yes
H9: Epistemic value → social value	0.65	7.14**	Yes
H10a: Identification → in-role behavior	0.83	14.70**	Yes
H10b: Identification → extra-role behavior	0.67	9.94**	Yes

*p < 0.05 **p < 0.01

FIGURE 2: THE RESULTS OF THE EMPIRICAL STUDY



DISCUSSION

Utilitarian, hedonic, and social values all have a positive effect on individual identification with an online community. Social appreciation appears to better develop such identification than does the hedonic experience or utilitarian benefit gained from membership in the community. One reason for this may be that social value can be seen as the quintessential precondition for seeking membership in an online community. The powerful needs for acceptance and a sense of belonging do not seem to be easily displaced by other values derived from membership in the community.

Notably, the study described here revealed that utilitarian value had the least predictive influence on community identification. A likely reason for this is that utilitarian value is often oriented toward task fulfillment and related to the efficient acquisition of information for making a decision (Jones et al., 2006; Overby and Lee, 2006), such as purchasing a new mobile telephone or contracting for a new service. Once the goal of obtaining such information is accomplished, the hedonic aspect of the mobile telephone would have to be explored. Prospective consumers might also feel that they already know the basic utilitarian functions of a mobile telephone (calling, short messaging service [SMS], etc.), with the result that the perceived utilitarian value of membership in an online community focused on mobile telephones does not play a dominant role in identification with the community.

Consumers often share with others hedonic experiences in consuming merchandise or services (Ragunathan and Corfman, 2006; Pihlström and Brush, 2008). Thus, for example, members of an online community often share views or anecdotes related to ringtones or sound effects for the purpose of entertainment. The online community gives consumers the opportunity to gather together and share information that provides such amusement or enjoyment, and even facilitates escape from daily routines.

In accord with the findings of Pihlström and Brush (2008), the present study found that consumers experiencing a high degree of epistemic value from membership in an online community will also experience better utilitarian, hedonic, and social value than conditional value from such membership. A possible reason for this is that an online community permits participants to disguise or hide their identities, which makes it relatively easy for them to express novel views that they would be unlikely to express in a direct face-to-face situation (Timms, 2007). The exchange of such novel views in turn enhances the participants' product knowledge (utilitarian value), enjoyment in participating (hedonic value), and sense of belonging to the community (social value). By comparison, the conditional value of participation satisfies only the need to pass time, entertain oneself, or resolve an immediate problem, and consequently consists mainly of convenience value (Pihlström and Brush, 2008).

As expected, the study found that a greater degree of identification with an online community was linked to responses indicating stronger in-role and extra-role contributions of benefit to the community. Participants' identification with an online community was related more strongly to their in-role behaviors, such as spending more time in contact with or in matters involving the community and less time in other communities than it was to their extra-role behaviors, such as test use of the mobile telephones discussed in the community or recommending the community to other prospective members. This finding can be explained by the concept that identifying with an online community increases a participant's perceived self-similarity to and liking for its other members (Brewer and Brown,

1998) which prompts the desire to enhance the welfare of the community as a whole by increasing the participant's in-role behaviors, such as participation in the community rather than seeking other communities (Batson, 1998).

Some limitations to the study should be noted. First, it used samples from Taiwan, which yielded results that might differ from those obtained in other Asian or Western countries. Future research could address these differences. Second, the study utilized a cross-sectional design, whereas a longitudinal study might provide more accurate results. Finally, the use of other factors than those examined in the study might alter its results. For example, more complex technologic products than the mobile telephones that were the topic of the online communities included in the study would probably affect the perceived utilitarian value of membership in an online community to a greater degree more than did these telephones.

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APPENDIX

APPENDIX A: CONSTRUCTS USED IN TESTING THE STUDY HYPOTHESES AND ITEMS USED IN DEVELOPING THE CONSTRUCTS

Construct	Item (each item was measured on 5-point scale ranging from 1 = strongly disagree to 5 = strongly agree)	Loadings
Perceived utilitarian value $\alpha = 0.84$ AVE = .82	Adapted from Gruen, Osmonbekov, and Czaplewski (2006)	
	The cell phones discussed in the forum offer a good value for the purchase price	0.95
	Overall, the cell phones discussed in the forum provide a good return on my investment of time	0.81
	Overall, the cell phones discussed in the forum provide a good return on the cost of the product.	0.95
Perceived hedonic value $\alpha = 0.97$ AVE = 0.79	Adapted from Sweeney and Soutar (2001)	
	Discussing cell phones with forum users gives me pleasure.	0.88
	Discussing cell phones with forum users makes me feel good.	0.92
	Discussing cell phones with forum users makes me feel relaxed.	0.88
Perceived social value $\alpha = 0.92$ AVE = 0.86	Adapted from Sweeney and Soutar (2001); Grace-Farfaglia et al. (2006)	
	Discussing cell phones with forum users would help me feel acceptable	0.91
	Discussing cell phones with forum users would let me feel like I belong to a group	0.93
	Discussing cell phones with forum users gives me social approval.	0.94
Perceived epistemic value $\alpha = 0.84$ AVE = 0.76	Adapted from Donthu and Garcia (1999)	
	The cell phones discussed in this forum often trigger my curiosity.	0.89
	I use the forum to receive and share new knowledge on cell phones.	0.90
	I used the forum to experiment with new ways of doing things.	0.83
Perceived conditional value $\alpha = 0.84$ AVE = 0.76	Adapted from Pihlström and Brush (2008); Pura (2005)	
	I value the information/entertainment this forum offers, with the help of which I get what I need in a certain situation (s).	0.90
	I value the real time information and interaction that this forum makes possible.	0.94
	I value the customized information according to my time that I get by participating in this forum.	0.77
Community identification $\alpha = 0.86$ AVE = 0.79	Adapted from Algesheimer, Dholakia, and Herrmann (2005)	
	I am very attached to the XYZ blog's online community	0.88
	The friendships I have with the XYZ blogging community's members mean a lot to me	0.90
	I see myself as a part of the online community's community.	0.88
In-role behaviors $\alpha = 0.89$ AVE = 0.83	Adapted from Pura (2005)	
	I intend to continue participating in the forum in the future.	0.95
	I am willing to spend more time to participate in XYZ community.	0.82
	I am less likely to switch to other online community.	0.95
Extra-role behaviors $\alpha = 0.83$ AVE = 0.75	Adapted from Harrison-Walker (2001); Pihlström and Brush (2008)	
	In the future I intend to try the cell phones discussed in this forum.	0.90
	I would gladly forward valuable information I have received from this forum to my friends.	0.92
	I am proud to tell others that I am the member of this forum.	0.77

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

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In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

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