

**"A scholar's ink lasts longer than a martyr's blood"****Welcome to ATHENAEUM 2018!**

We take immense pleasure in extending our warm welcome to all the delegates. As we believe that impact of scholars is everlasting, the *Centre for Contemporary Management Research* (CECMAR), the research wing of Bharathidasan Institute of Management (BIM) prepares for the next edition of ATHENAEUM. True to its name, Athenaeum has been a confluence of academicians, research scholars, consultants, practitioners and industry leaders discussing and sharing ideas that could nurture philosophy and transform the future of Management.

The mission of ATHENAEUM is promoting a network of professional researchers in Asia-Pacific, Middle-East, Europe and Africa by encouraging and facilitating researchers in their endeavour towards quality research in the area of contemporary Management. Over the years ATHENAEUM, has carved a niche for itself in the management research space as being an effective forum to discuss ideas in contemporary management, sowing seeds of innovation and development. ATHENAEUM has built reputation for a quality -focused and serious research conference in India with eminent scholars, academicians and researchers across the world contributing their research works across various areas of management and allied areas. Bharathidasan Institute of Management (BIM), Trichy assumed the leadership role in driving these efforts towards promoting contemporary management research and quality research.

In a world of constant change, shifting paradigms can quickly change the business environment. While transformation to data-driven, smart and digital business has turned out to be a new world order, understanding the broader environment in which the business operates has become the foundation for holistic strategy development. With interdependent business ecosystems, management of assets – human, intellectual, operational, capital and financial – that cross traditional enterprise boundaries has emerged as one of the major problems for management and leadership. Sudden dialogue on the trendy acronym, VUCA (volatile, uncertain, complex and ambiguous) world – which the present scenario rightly reflects, is questioning the preparedness while creating a sense of urge to rethink how management practice should be altered. Influences of institutional and customers' behaviours became more intense and therefore, effective analysis of individual and managerial psychology has emerged as critical for organizational management and performance. Adding to these, shifting patterns in globalization are raising new concerns about future of global trade and economy. In such accelerating business environment, strategy-making involves having an awareness of the big picture and finding ways to play a role in it. Insights into the changing business environment can capture true value and benefit their strategic positions in the future, if organizations convert them into action. As exhaustive research has to be carried out to explore how theory and research can be integrated into business academics and management practice suitable for this shifting global environment, we conceived the theme for ATHENAEUM 2018 as '*Shifts in Global Business Environment.*' This book of abstracts (BoA) provides glimpses into more than 50 selected research works (completed and ongoing) centered on this key theme.

**Best Wishes**

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**Track I**  
**Managing Operational Excellence**

# Building Customer-Focused Supply Chain Strategy with 4Rs Model

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## ABSTRACT

### Purpose

With competition now at the supply chain level, competitive advantage comes from the ability of supply chain partners to satisfy the ultimate customers of the supply chain. In this context, customer-focused supply chain strategy strives to match supply and demand, thereby driving down costs simultaneously with improving customer satisfaction.

### Design/methodology/approach

This research underlines significance of customer-focused supply chain strategy and provides supporting matrix to underscore various attributes of customer-focused supply chain strategy. It also develops 4Rs (responsiveness, resilience, reliability and realignment) framework for building customer-focused supply chain strategy and formulate customer value creation framework to emphasize overall benefits in terms of increased competitive advantages.

### Findings

Customer-focused supply chain strategy helps organizations to sense consumer demand and respond to it in real-time, provides a superior consumer experience at every opportunity while also decrease time to market, trim overall costs and optimize productivity and thus achieve customer-focus objectives.

### Research limitations/implications

Customer-focused supply chain strives to achieve the ideals of fully integrated efficient and effective supply chains and hence increase customer value proposition. Such supply chains are capable of creating and sustaining competitive advantage by balancing downward cost pressures and the need for efficiency, with effective means to manage the demands as well as the known risks of routine supply chain failures.

*Keywords: Customer focus, Supply chain, SCM, Supply chain strategy, Responsiveness, Resiliency, Reliability, Realignment*

# Lean Implementation in a Forging MSME in India

## A Case Study

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### Purpose

The forging industry in India, largely comprising MSMEs, is highly unorganized, leading to substantial wastes in the processes. These units are now in direct competition with similar units across the world. In order for these units to have a sustainable competitive advantage, these units need to leverage the potential of their employees, establish a continuous improvement culture, improve their processes and leverage on their knowledge to make their operations highly efficient and eliminate their wastes. Lean methodology has the power to address all these issues.

This paper provides a step wise process of lean implementation in a MSME in forging industry, right from diagnostic stage to project implementation. Entrepreneurs in MSME sector who find LEAN intimidating could get motivated with this case study and embark on adopting lean techniques to make their operations world class.

### Design & Methodology

The case study methodology has been adopted in this paper to explain in detail the step wise process of lean implementation in a forging MSME.

### Findings

Lean implementation in MSMEs has resulted in vast improvements in labor productivity, throughput, customer delivery, quality and changeover time. These are detailed in the paper,

### Practical implications

The findings of this paper are based on this case study of lean implementation in a forging MSME. Similar implementation, in other industries could result in a different set of findings, based on the environment and culture existing in those units.

### Originality / Value

This case study bridges the gap between knowledge of lean and skills of implementing lean, especially in a forging industry. It can guide lean practitioners in similar implementation.

*Keywords: Lean, MSME, Deskillling, 5S, SOP, Visual management, MSME*

# Process Safety Management (PSM): How Well the Elements are Connected? – A Review

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## Purpose

Process safety Management is a systematic analytical tool to prevent chemical process related incidents. The purpose of this paper is to review how well the process safety management elements are recognized and coordinated through available extent of literature and in practice from few process related incidents in view of frequent industrial incidents, despite PSM implementation.

## Methodology

Over 150 research papers and articles related to process safety and general safety management were reviewed and analysed to study across various elements of process safety management in chemical process industries. A set of cases related to industrial disasters were also reviewed to understand the coordination of PSM elements.

## Findings

Literature review reveals importance of few elements of process safety management system and not as a whole. The coordination between applicable elements for routine process operations and non-routine activities performed is not focused in the earlier research. The incident cases review reveals that failure in coordination between applicable elements which are the causative factors or triggering agents for the incidents.

## Research implications

Further research being undertaken on various chemical, oil and gas process industries disasters and incident investigation reports to confirm the non-coordination of applicable elements which are the root causes or triggering agents for the incidents.

## Practical implications

Further study can be done in creating an accident prevention model emphasizing in keeping the coordination between required elements on various routine operations and non-routine activities in chemical and process industries.

## Originality / value

This study focuses on coordination issues across PSM elements, in the form of review of literature and cases, which may lead to further in-depth studies for confirmation and evolving effective framework. Earlier researches haven't focused on this dimension to understand those industrial disasters occurring despite PSM practice.

*Keywords: Process safety management (PSM), Incidents, Root Cause, Process Industries*

# **An Operational Performance of Indian Postal Service Using Lean Sustainability Approach**

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## **Purpose**

This paper aims to develop a conceptual model to study the lean sustainable service activities and its influence of operational performance in Indian postal service industry.

## **Design/methodology/approach**

Thorough literature survey, books and report analysis; the most right lean tools or techniques and their usefulness have been investigated.

## **Findings**

There are seven main relevant tools used for implementing lean sustainable service activities such as value stream mapping, cellular layout, visual management, 5S, cycle time reduction, cause and effect diagram and employee commitment.

## **Research limitations/implications**

The proposed framework is at conceptual stage. It requires further implementation to be validated.

## **Practical implications**

The conceptual model in the postal service is to improve the productivity through identification/elimination of waste, improving workplace through 5S and visual control. The critical parameters such as productivity, existing layout problems, workplace conditions and ambience such as lighting and ventilation will be considered.

## **Originality/value**

Literature review shows lack of standard conceptual models/frameworks in lean sustainability in service firms particularly postal mail operations. Hence, this study covers the gap with suitable conceptual framework to implement lean tools and techniques in mail services operations.

*Keywords: Conceptual model, Lean Service, Lean sustainability, Operational performance, Postal Service*

# Implementation of Agricultural Monitoring and Automatic Control of Irrigation System in WSN

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## ABSTRACT

Our country is one of the scarce water resources in 13 countries in the world, shortage of water resources as well as the low utilization of water resources restricts our country economy developing sustainably. In order to effectively reduce the impact of inadequate water resources on China's economy, from modern agricultural cultivation and management perspective, according to the basic principles of Internet, with wireless sensor technology, this paper proposes precision agriculture irrigation systems and focuses on the hardware architecture, network architecture and software process control of the precision irrigation system. Preliminary tests showed this system is rational and practical.

**Track II**

**Digital Transformation / Technology Enabled Business**

# Challenges Faced by B School Faculty and Students in Adopting E Books

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## ABSTRACT:

Teaching Digital Natives is an often discussed topic among academicians as the nature and requirements of this generation of students are vastly different from that of students of yester years. Colleges especially Business Schools across the world have been trying to adopt various technologies into their curriculum. One of the technology that publishing companies focus is E Books. E books as a technology has been discussed among academic circles for almost a decade in India. In spite of the advantages that have been cited in many literatures and the growing awareness level and acceptance level the adoption of EBooks has been negligent. The objective of the study was to identify the challenges faced by faculty and students in adopting E book as a alternate for Print books. This study presents a survey of 109 faculty and 316 students of B School in Coimbatore. The exploratory study has adopted probability sampling. The questionnaire included various challenges such as lack of training, Compatibility, Triability, Availability, Adaptability etc. The results indicated that almost all faculty indicate that Adopting E Books would be beneficial for a better student learning experience the main challenges were lack of technology, Top management commitment, lack of training while students indicated that faculty were the biggest barrier for them to adopt E books. Publishing companies will have to address these issues in order to gain a wider acceptance for their E Books.

## Purpose:

Publishing companies in the last few years have been aggressively trying to promote E Books but are facing difficulties in gaining acceptance in colleges. The propose of the study was to understand the challenges faced by faculty of B School in Coimbatore in adopting E Books as an alternate for print books so that publishing companies can take necessary action to gain acceptance of E Books from colleges.

## Objective:

The objectives of the study was

Primary Objective:

- 1) To identify the challenges faced by faculty in adopting E Books among B School faculties in Coimbatore.

- 2) To identify the challenges faced by Management students in adopting E Books.

Secondary Objective:

- 1) To understand the features preferred by faculty in using E Book.

### **Methodology:**

The research design is Exploratory in nature. The research initially used secondary data to study existing literatures trying to understand challenges faced by faculty and students. It was followed by framing a questionnaire from which primary data was collected. The study employed probability sampling and sampling design was cluster and stratified sampling. A total of 109 faculty and 316 students from various Business Schools of Coimbatore were studied using a valid questionnaire which had been prepared as an instrument for the data collection using interview schedule. Results were analyzed using SPSS.

### **Findings:**

The findings of the study were as follows

- Faculty indicated lack of technology, Top management commitment, lack of training as the biggest barrier for them to adopt E Books.
- Students indicated that faculty support or engagement was the biggest barrier followed by lack of motivation and strain as the primary reasons for not adopting E books.
- The most preferred feature desired by faculties was to have offline mode of E books and a single platform for books from all publishers.

### **Research limitations/implications:**

- A small sample size of 109 faculty and 316 students.
- Study focused only on B School and not on other educational courses.
- Study confined to the B Schools located in Coimbatore

### **Practical implications:**

The major implications for the publishing companies are

- 1) Include offline mode for their E Books
- 2) Provide adequate training and trials for faculty to understand the benefits of E books.
- 3) To have a common platform for E Books from all publishers.

### **Originality/value:**

Although there have been many studies on challenges for adoption of E Books across many countries there have been few studies in the Indian context and this study was done at a time when publishing companies have been trying to establish their E books among Colleges.

*Keywords: Challenges, E books , B School, Adoption of technology, Publishing Companies*

# Determinants of Electronic Word of Mouth Persuasiveness

## Conceptual Model and Research Propositions

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### Purpose

Electronic word of mouth communication is an integral part of World Wide Web and e-commerce. With high growth rate of Internet users and their adoption of eWOM for product information in India, it has become important to study the factors responsible for effectiveness of electronic word of mouth communication in India.

### Research Design/Methodology

The study investigates literature to explore the status of eWOM. Then a summary of eWOM communication has been presented to summarize prior study aligned with basic communication process. The research papers has been segregated in seven category, which is WOM, eWOM, eWOM impact, source credibility, message characteristics, receiver characteristics, eWOM platform and response after eWOM adoption. The factors then are concluded by summarizing the analysis.

### Findings

The systematic review gives a comprehensive model of eWOM communication. Various propositions are discussed which can be examined with further studies.

### Research limitation/implication

The biggest limitation of study is that it has not briefed any moderating relationship, which may exist between variables. The future research opportunities have been discussed.

### Practical Implication

Marketers could understand where and how they can direct their resources to create Word of mouth communication and derive significant advantage out of that. Firms that can afford to build a customer base through WOM & eWOM, will be able to have a better long-term profitability and they would be required to spend less on customer retention.

### Originality/Value

The finding will provide the base for several empirical studies. The systematic review gives a comprehensive model of eWOM communication which is not discussed so far.

*Key Words: Electronic word-of-mouth, eWOM, research Proposition, literature review, eWOM Model*

# Development of Mobile App for Jasmine Farmers

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## Purpose

In Madurai city, Malligai is the most prime crop cultivated across various farms. Also Malligai is exported to various countries in and around the world. Smart farming for Malligai crop is not implemented far before, so it's good to have smart farming over here. For these purposes, this paper aims at developing an Android mobile application for smart farming technology to satisfy each and every need of the farmers with an act of ease.

## Design/Methodology/Approach

A two stage method has been proposed. In the first stage, yield is estimated for the jasmine crop and the yield estimation process is based on the quality and no of buds, flowers, plants. In the second stage, customization of MATLAB codes in java has been done for flower and leaf segmentation, number of flowers and buds counting, disease identification in the flower and leaf, and yield estimation results.

## Findings

In the other hand, the Android mobile application can be used in favour of the farmers in various aspects. Then create a web page entering all codes in the database give an input image and the result is obtained in the android platform.

## Practical limitations/implications

Instead of customizing the MATLAB codes in JAVA, a copy of MATLAB can be installed on the server to reduce dependency of JAVA. This is currently working for Malligai flower but by small variation it can be extended for flowers similar to Malligai such as Lilly, Pavalamalli, etc.

## Originality/value

The concepts of yield estimation through image processing is valuable to Malligai farmers.

*Keywords: Floriculture, Malligai crop, Disease identification, Android app*

**Track III**  
**Economics in the New World Order**

# **Demystifying the Nexus between Climatic Conflict, Economic Growth, Financial Development and Novel Indicators: A Cross-Country Study of Developed vs. Developing Nations**

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## **Purpose**

The study examines the impact of macroeconomic indicators (output, energy usage, urbanization, and population growth), financial indicators (GCI<sup>1</sup> financial market development, stock market capitalization, and FDI) and qualitative indicators (control of corruption, government effectiveness, voice and accountability (as an interacting variable), GCI innovation) on per capita carbon emissions in G4 nations within the broad framework of EKC hypothesis over the period 2005-2014.

## **Design/methodology/approach**

The study uses a panel of G4 and system generalized method of moments for studying the nexus between per capita carbon emissions and economic, financial and qualitative over the period 2005 to 2014. Further, this study employs time series analysis to investigate the causality linkages for G4 nations to find out the impact of emissions on the competitiveness of the nations.

## **Findings**

The results confirm to EKC postulation partially (GDP per capita square term to be negative). Qualitative indicators like government effectiveness are found to be negatively associated with per capita emissions as expected. Whereas most of the financial indicators and other such variables like control of corruption and innovation are found to have ambiguous linkages with carbon emissions. In addition, only Germany reflects significant unidirectional causality flowing from per capita emissions to impact global competitiveness.

## **Practical Implications**

Although economic growth is sufficient enough to protect environmental quality in the context of developed countries, developing countries have not yet touched GDP levels high enough to be able to reach their tipping points. Hence, to mitigate environmental degradation that comes with economic growth, developing countries should give prominence to institutionalization of environmental awareness and R&D initiatives.

## **Social Implications**

The requisite for transformation of low carbon technologies directed at reducing carbon emissions and sustainable economic growth cannot be overruled since these not only keep the economy green but also conserve the environment for the forthcoming generations.

## **Originality/ Value**

Although the literature on economic growth, energy intensity, financial market development and CO<sub>2</sub> emission has grown over the last few years, there is no known study that has examined the direct role of governance and other qualitative indicators such as innovation on carbon emissions. Additionally, the study finds its novelty in studying the relationship using a unique dataset (on G4 nations from 2005 till 2014) that none of the existing literature has shown any evidence of the studied relationship till now. Moreover, the study finds its niche in using the unique proxy variables for different financial and qualitative indicators consideration

## **Research limitations**

There is limited availability of data on per capita carbon emissions. Hence, the study can be further extended in the future to include the time period till date and the results can be observed accordingly.

*Key Words: Carbon Emissions, Climate, Competitiveness, Economic Growth, FDI, Corruption*

# **Are India's Recent Fund Inflows Structural in Nature?**

## **Common Patterns with USA: Learning for other Asian Developing Nations**

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### **ABSTRACT**

#### **Purpose**

Recent years saw significant inflows into financial savings in India, especially into mutual funds. Equity mutual funds alone saw net inflows of over Rs. 700 bn in each of the last three years, a reversal from the five years prior to that which saw an aggregate net outflow of Rs. 308 bn. But is this surge merely transitory or more structural in nature? This paper connects India's experience from 2014-onwards with that seen in USA from mid-1980s to mid-2000s, which is when mutual fund penetration there took off.

#### **Design/Methodology/Approach**

The paper identifies commonalities in their respective periods of demand-side parameters like macro trends and its impact on disposable surplus, real estate and fixed income trends which pushed the migration towards financial savings and equities, as well as supply-side parameters like the industry's efforts to expand its network and awareness. Data related to macro metrics like inflation, per capita income, GDP, gross savings, household savings, financial savings, policy interest rates, along with industry metrics like mutual fund AUM, investor awareness programs and IFA count are used to identify commonalities in their experiences.

#### **Findings/Outcomes**

Observations lead to conclusion that the recent surge in inflows in Indian mutual funds is more structural in nature, at least for the near-term. However, India also started thinking long-term when it comes to holding investments, something where it is yet to match its US counterparts. If that happens, the trend will be structural in nature even for the long-term, not just the near-term.

#### **Implications**

It has long term economic implications for policy makers. The observations can also be learning for Asian developing countries where financial saving is yet to take off, especially in products earning higher real returns.

#### **Originality/value**

The comparison with the US is new and therefore, adds to the extant literature.

*Keywords: Financial Savings, Financial Markets, Income, Saving, Mutual Funds, Investments, Assets*

# **GST In India – A Comparative Study**

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## **Purpose**

1. To study the structure and implementation of GST in other countries.
2. To study the benefits and drawbacks of GST in India.

## **Methodology**

An exploratory research technique based on past literature from respective journals, annual reports, newspapers and magazines covering wide collection of academic literature on the Goods and Service Tax. According to the objectives of the study, the research design is of descriptive in nature. The available secondary data was extensively used for the study.

## **Findings**

### **GST in France**

France was the first country to implement GST in the year 1954 as very high sales taxes and rates levied on goods and services encouraged smuggling and other malpractices. The structure of GST in France is similar to that of India's twofold system, comprising of CGST and SGST.

The CGST includes Central excise duty, Service tax, and Additional duties of customs. The SGST includes Value-added tax, Central sales tax, Entertainment tax, Luxury tax, Octroi, Lottery taxes, Electricity duty, State surcharges related to supply of goods and services and Purchase tax.

Final consumers of the products and services cannot recover GST on their purchases, but manufacturers and traders can recover input tax on the products and services that they buy, in order to produce further goods or services that will be sold in a market in the supply chain or directly to the end consumer.

### **GST in Canada**

Canada introduced GST in 1991. The Canadian GST structure also has a twofold structure like India (state and central GST). But Canada gives options to provinces to go for state or central GST. A 5% GST was levied on most Canadian goods and services, replacing the hidden 13.5% Manufacturer's Sales Tax. It was supposed to improve and streamline the tax system, particularly for export businesses. Unfortunately, not all provinces signed on to merge their

existing provincial sales tax regimes with the GST, forcing business owners to file both GST and Provincial Sales Tax (PST) returns. Sales taxes combined with the GST charge by the provinces are known as the Harmonized Sales Tax (HST). Similar to the Government of India, the Government of Canada was also pragmatic and worked towards lowering the GST rates couple of times.

### **GST in Malaysia**

The Government of Malaysia implemented GST in 2015 after debating for 26 years. Unlike India, the people of Malaysia were given a prep time of one and a half years. In spite of providing one and a half years of preparedness, the Malaysian Government received strong resentment. One constructive learning that did come handy in the GST preparation in Malaysia was the release of sector specific guidance papers on tax treatment concerning each business sector. It aided in addressing the “to be tax practice” associated with a particular business segment. The Indian legislative bodies appear to have looked into similar publications that has helped in better implementation of GST.

### **GST in New Zealand**

New Zealand introduced GST in 1986. It was introduced at a rate of 10%. The rates were then changed twice – 12.5% in 1989 and 15% in 2010 in order to mobilize higher revenue while removing distortions in the tax structure.

### **GST in Singapore**

GST was introduced in Singapore in 1994 at a rate of 3%. The GST rate was then increased to 4% in 2003 and subsequently to 5% in 2004. According to the Budget of 2007, the GST rate was raised to 7%. GST is levied on goods and services supplied in Singapore by any taxable person in the course or advancement of business and goods imported into Singapore by any person.

In general, a supply is either taxable or exempt. A taxable supply is one that is standard-rated or zero-rated. Only a standard-rated supply is liable to GST at 7%. Zero-rating a supply means applying GST at 0% for the transaction. A GST registered trader need not charge GST on his zero-rated supplies, but he is nevertheless allowed a refund of the tax he has paid on his inputs. In Singapore, exports of goods and international services are zero-rated. A GST registered trader does not charge his customer any GST on his exempt supplies. At the same time, he cannot claim input tax credits for any GST paid on goods and services supplied to him for the purpose of his business. The sale and lease of residential properties and financial services are exempt from GST in Singapore.

### **Benefits of GST in India**

- **For manufacturers and traders**
  - Transparency and easy compliance.
  - Uniformity of tax across the country.
  - Minimal cascading of taxes.
  - Composition schemes for small businesses.
  - Increase in competition and export.

- **For state and Central Government**
  - High revenue
  - Simple and easy to monitor.
  - High efficiency in long run.
  - Robust Income Tax infrastructure.
- **For consumers**
  - Relief from the complex system of multiple indirect taxes.
  - Ease of transaction.

### **Drawbacks of GST in India**

- GST was introduced in India in the middle of a financial year.
- It has led to high operational costs.
- Continuous amendments in the bill makes the people doubt the system.
- Fall in GDP after the implementation of GST.
- Increase in inflation.

# **Survival Positions of Microfinance Institutions (MFIs) – An Indian Scenario**

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## **ABSTRACT**

### **Purpose**

As the adage goes, only the fittest will survive, many small MFIs have to find their own way. As per the RBI officials' suggestions, the MFI should scale up their operations in a proper way understanding their limitations. The role of MFIs will surely gain momentum as the Indian Banking system suffers with huge non-performing assets issues. MFIs may have to bear huge financial expenses as the loan sponsored by the banks is very expensive.

In India, predominantly Microfinance funding was done by NGOs. After sometime NABARD, the apex development body took the lead of world's largest micro credit initiative in infusing the funds to the people through the SHG Bank Linkage Programme (SHGBLP) catering to more than 11 crore groups, which started initially with just 500 groups two decades before. Majority of those groups are Women's groups. The paper analyses the solvency position, and predicts the future of SelectMFIs.

### **Research methodology**

This research aims at understanding the solvency and survival position of the MFIs, thereby it is descriptive and analytical in nature. Multi stage Stratified random technique is used.

Stage1: CRISIL's top 50 MFIs, 2009 is taken for the sampling process. These MFIs are classified based on their forms of organizations like Cooperatives, Trust, NGO, Section 25 companies and NBFC- MFIs. Among these only NBFC- MFIs were taken into consideration, as only these NBFC-MFIs faced a huge credit crisis than other forms. It accounted to 21 NBFC- MFIs. The Amount of loan portfolio and Share accounted to Rs.17907 crores and 86% respectively.

Stage 2: Further the NBFC-MFIs are classified into Public and Private NBFC-MFIs. Out of 21, nine are public NBFC-MFIs and twelve are private NBFC-MFIs. Proportionately 25 percent of the sample is taken from each stratum which accounted to 2 MFIs in Public and 3 from private NBFC-MFIs.

Stage 3: Selection of MFIs is done based on Gross Loan Portfolio (GLP). Higher the GLP, higher will be the probability of the credit risk. MFIN (MFIs Network) Micrometer 2012 listed the MFIs based on loan disbursement and outstanding. The MFIs selected for analysis belong to Portfolio size more than Rs. 500 crores. From the list, top 2 Public NBFC- MFIs and 3 Private NBFC MFIs are taken for analysis. Bandhan, Equitas and SKS are selected under Private NBFC MFIs and SpandanaSphoorty, Share Microfinance Limited (SML) are selected under Public NBFC- MFIs for the analysis. The above mentioned top 5 MFIs were leading players who contribute to 68 percent of the total Microfinance industry in terms of Gross Loan Portfolio and 73 percent in terms of Loan disbursement. The remaining MFIs contribute in small quantum. Hence the top five are selected as representative sample. 80% of large MFIs with Loan Size above Rs. 500 crores are located in Southern region of India. 50% of MFIs are located exclusively in AndhraPradesh.

#### SOURCE OF DATA & DATA COLLECTION AND SCALING TECHNIQUE

The relevant data for analysis is taken from the Mix (Microfinance Information Exchange) market, Annual reports, Financial Statements, Company website, Financial Projections, Company profile and MFIN. The time period taken for the study was 2003-04 to 2012-2013. Secondary data was used to measure the Solvency and Survival positions of MFIs.

#### RESEARCH TOOL

Survival analysis (SA) is used to predict the event occurrence. The dependent variable has 2 portions survival and hazard function. The survival function explains the probability of survival or solvency up to a specified duration. The hazard function explains the event of insolvency of the corporate within a stipulated period.

### Findings

In spite of the issues faced by the MFIs' they find the best means to improve in their future operations. Among the public NBFC MFI and Private NBFC MFI, private institutions perform better than public NBFC MFI. The AP based MFIs survival shows that they are much risk prone in nature. The long term solvency is questionable. As stated earlier the model requires proper audit ensuring the compatibility of objective with the business model.

*Key Words: Indian Microfinance, Survival analysis, repayment rate, Solvency, NBFC MFIs*

# **AN EVALUATION OF FINANCIAL INCLUSION AND INCLUSIVE GROWTH THROUGH MICROFINANCE IN INDIA**

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## **Purpose**

The Research paper focused on the relative effectiveness of microfinance as a source of financial inclusion and inclusive growth for the vulnerable section of the society such as poor, women, senior citizen and ethnic minorities. There are two basic models such as profit and NGO model, which may or may not change interest on the loan in order to cover the cost lending. Microfinance is unique in that, it addresses the issue of inequality, gender equity and health and of course financial inclusion of vulnerable section of the society.

## **Methodology**

The present study depends on secondary data. Data collected from various sources such as, National Bank for Agriculture and Rural Development (NABARD), Reserve Bank of India (RBI), Sa-Dhan and Economic Survey of India etc.

## **Findings**

It found that, microfinance has been playing a significant role in rural development, empowerment of women as well as employment generation and eradicate rural poverty.

## **Conclusion**

Though, Microfinance interventions are well recognized world over as an effective tool of poverty alleviation and improving socio economic status of rural poor. The experience in India shows that banks, including commercial banks can serve the poor on a commercially viable basis through cost covering savings and credit services. Hence Government and NGO play a larger role in promoting microfinance in India. This can be lead to improve financial inclusion and inclusive growth.

*Key Words: Banks, Financial Inclusion, Inclusive Growth, Microfinance, Women Empowerment.*

**Track IV**  
**HR Strategies for Organisation Development**

# HOW EMOTIONAL LABOUR INFLUENCES ORGANIZATIONAL CITIZENSHIP BEHAVIOUR?

## MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

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### ABSTRACT

#### Purpose

Emotional labour has become a buzz word in service industries nowadays. The research on this area is growing tremendously. Though many studies have concentrated on detrimental effects of emotional labour, very few have concentrated on positive side of emotional labour. The purpose of the present study was to examine whether and how the perceived organizational support (POS) moderates the relationship between emotional labour and the Organizational Citizenship behaviour.

#### Design/methodology/approach

Data collected through survey method by distributing online questionnaires. Hierarchical step-wise regression was done on data collected from 364 teleworkers in Southern parts of Tamil Nadu.

#### Findings

The results showed that POS acts as a moderator. Furthermore, naturally felt emotion (strategy of emotional labour) is significantly related to OCB.

#### Research limitations/implications

Data collection is confined to Southern parts of Tamil Nadu, hence generalization is not possible. However the research yield interesting results to help HR managers to manage teleworkers. The study can be repeated including different samples and in different contexts.

#### Originality/value

The current study adds to the literature by examining the moderating role of POS between Emotional labour and OCB among teleworkers. Also, this study includes Naturally felt emotion as a strategy of emotional labour in addition to deep acting and surface acting which is understudied in the literature.

*Keywords: Emotional labour, Organizational citizenship behaviour, perceived organizational support, teleworkers.*

# INFLUENCE OF HRM PRACTICES AND HRM ROLES ON ORGANIZATIONAL LEARNING

## THE MEDIATING ROLE OF ORGANIZATIONAL KNOWLEDGE MANAGEMENT CAPABILITIES

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### Purpose

The purpose of this paper is to explore the influence of Human Resource Management (HRM) practices and HRM roles on organizational learning. It also attempts to explain the mediating role of organizational knowledge management capabilities.

### Design / Methodology / Approach

A range of relevant literature on Knowledge Management (KM) and Organizational Learning (OL) are explored and a conceptual model is proposed and discussed.

### Findings

HRM acts as '*Knowledge Facilitator*' in the organization since it has the competencies and the capabilities to focus on the '*People*' element of KM. KM integrates HRM directly into the value adding process of a business and enable HRM to justify its role as '*Strategic HR Business Partner*'. The connection between KM and OL is inevitable because knowledge is what has been learned. In this context, this paper proposes an answer to '*how*' HRM practices and roles can stimulate and support employees to learn continuously as a part of everyday work with the intention of contributing to OL.

### Research Limitations

The paper attempt to focus on the perspective of integration of HRM, KM and OL. However, empirical data is needed to establish the influences of HRM practices and HRM roles on OL.

### Originality / Value

The study contributes to a relatively less researched area in HRM. This paper is useful for HR practitioners to directly contribute in Organization Development. The proposed conceptual framework is an original and complete model that will hopefully contribute for future work in the area.

*Keywords: Human Resource Management, Knowledge Management, Learning Organization, Organizational Learning, Organizational Learning Capabilities.*

# **MEDIATING INFLUENCE OF ORGANIZATIONAL JUSTICE ON THE RELATIONSHIP BETWEEN WORK ENVIRONMENT AND WORK ENGAGEMENT**

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## **ABSTRACT**

### **Purpose**

This paper tests and validates a model comprising the mediating influence of organizational justice on work environment and work engagement.

### **Design/methodology/approach**

1200 employees from the Indian Services Sector Industry are surveyed using stratified disproportionate sampling technique. Three reliable and valid tools were adopted. The work Environment services scale (WESS) was developed by the researcher.

### **Findings**

The study indicates that organizational justice significantly mediates the relationship between work environment and work engagement. The mediation however is partial.

### **Research limitations/implications**

Organizational justice significantly mediates the relationship between work environment and work engagement. The primary limitation of this study is the self-report by the employees. This study is confined to Information Technology Organizations. Interactional justice, a component of Organizational justice was not taken into consideration.

### **Practical Implications**

Organizations should take effort or implement measures in the workplace to further increase perception of fairness among service employees. Procedural justice can be increased by ensuring that decisions are made in an unbiased manner.

### **Originality/value**

To the best of researcher's knowledge, this research is the first attempt in India to develop an understanding of the organizational justice factors fundamental to work related outcomes such as work engagement and work environment in the Services Sector which contributes to a major portion in India's GDP.

*Keywords: Organizational justice, work environment, work engagement, mediation, services sector*

# EMPLOYER BRANDING: STRATEGIC IMPLICATIONS FOR ACQUIRING AND RETAINING TALENT

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## Purpose

Earlier researches and employer branding strategies by practicing managers have provided evidences for considering employees as internal customers in today's business context. However, emphasis on investigating employer branding for service organisations' image as employer of choice and its implications on attraction, engagement and retention of talent is still an area of great interest. This study aims at understanding employee's perceptions about the employer branding and its strategic implication on talent acquisition and retention.

## Design/Methodology

The research was conducted through a survey using structured questionnaires which collected data from 168 employees (current employees) from Indian IT sector and 156 students (potential employees) at post graduate level.

## Findings

The study focused on understanding the framework of employer branding by identifying factors that create an employee value proposition (EVP) based on social, developmental and corporate reputation values for potential and current employees. The analysis also helped in understanding the impact of EVP on talent acquisition and talent retention, which are also mediated by social identity theory and psychological contract.

## Research limitations/implications

The scope of study was limited to students as prospective employees for measuring the employer attractiveness and EVP for talent acquisition. Scope can be extended to experienced employees who can also be considered for studying impact of EVP on talent acquisition. Further studies from the perspective of potential employees other than fresh post graduate or graduate students would provide a detailed insight into employer branding. Also, further study can incorporate the best practices in industry for creating EVP.

## Practical Implications

The insights provided through this study provide a conceptual model for employers to understand the critical variables that they need to emphasise to build an employee value proposition and become the employer of choice to attract and retain the best talent.

**Originality/Value**

The paper has made an attempt to contribute towards the existing research in the area of employer branding by collecting the primary data and providing empirical outcomes. Also, employers can benefit by understanding the employer branding factors which have strategic impact on employee attraction, acquisition and retention.

*Keywords: Employer branding, Talent acquisition, Talent retention, Employee value proposition (EVP), Psychological contract, Social identity theory*

# THE EFFECT OF JOB FEATURES ON JOB CRAFTING AS A DEVELOPMENTAL INTERVENTION

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## Purpose

Job crafting, a concept of contemporary relevance and a developmental intervention to organisational behaviour on job design. Job crafting has been defined as self-initiated change behaviours that employees engage in with the aim to align their jobs with their own preferences, motives and passion. The search for potential antecedents of job crafting point to the job characteristics related work by Warr (1987), originally identified twelve job characteristics that he regarded as ‘work vitamins’, is analysed from job demand resource model.

## Data analyses and findings

To test the hypotheses data was collected from a sample of 513 respondents (manufacturing N= 259 and IT sample N = 254) in Chennai. The reliability and the validity of the scale and the Confirmatory factor analyses of each construct was established. The hierarchical multiple regression, statistical testing was employed to examine the research hypotheses formulated. This research has identified that four job features mainly supportive supervision, external pressure, valued social position and contact with others play a role in accounting for job crafting in the manufacturing sample. Similarly, in IT sample job features opportunity for skill acquisition and utilisation and career outlook have been identified. Finally, the structural equation model by path analyses recommended a model fit for the proposed research model.

## Research / practical implication & Originality

The study builds an extensive and integrative path model, clarifying the process of how antecedents’ job features influence job crafting. It is one of the few research studies which has considered an unexplored variable – job crafting in Indian context.

*Key words: job crafting, job features, JD-R model.*

# PATERNITY LEAVE: BOON OR BANE

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## ABSTRACT

### Purpose

To examine the present scenario of paternity leave of India and understand the benefits it would bring to the companies and employees.

### Design/methodology/approach

A demographic survey was conducted amongst the working-class males and females. A telephonic interview with the HR and Operations head was conducted to accumulate qualitative and quantitative researches so as to understand how the companies in India are implementing various paternity leave benefits.

### Findings

A father's influence is essential for a child at all stages, as father is a role model to the child. Granting paternity leave will help mothers in recovering both mentally and physically after having gone into labour. This leave will help people change their mind set about certain gender biases. And helps the family to adjust with the new change in their life. There should be flexible leave policy. Financial aid with special privilege should be given to the employee's child with insurance and educational benefits.

### Research Implications

A survey was conducted to understand the current scenario of Indian companies which are slowly moving into implementing a strong paternity leave policy by granting the male employees a week to 10 days off after the child is born. Paternity leave policy will promote a healthy work-life balance and provide all support to the new parents during this stage.

### **Practical Implications**

Paternity leave not only benefits the individual, but also provides a shield to the company as it helps in strengthening the business. Paid paternity leave will support the families of the worker during the crucial period of the baby's cycle. It ensures and encourages the employee's value and importance outside the office. It increases the retention rate of the workers thus, enhances the productivity of the company and boosts the recruitment.

### **Social Implications**

In the Indian context, there is no provision for paternity leave according to the Indian labour law as only mothers are privileged with the maternity leave policy but recently Indian companies and other MNC's are initiating paternity policies at a rapid pace after understanding its importance. It provides numerous benefits both socially and economically. With the enforcement of the Paternity leave benefit, there will be a positive behavioural change thus, spreads a sense of gender equality and respect.

### **Originality/Value**

Researches in India have not focussed on Paternity leave and therefore, this study makes unique contribution to literature by exploring the importance and need for Paternity leave in India. And also to find out about the benefits that the Paternity leave would have on the companies & its employees.

*Keywords: Paternity leave, Maternity leave, Indian Labour Law, Gender equality, Work life balance*

**Track V**  
**Markets & Marketing in the Digital Age**

# **A Theory of Planned Behaviour Approach to Understand the Online Shopping Behaviour of Indian Consumers**

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## **Purpose**

The purpose of this paper is to look at the associations between various elements of theory of planned behavior and online purchase intention. This paper also checks the relationship between beliefs about the trustworthiness of the Internet and online purchase intention

## **Design/methodology/approach**

A survey was carried out on a sample of 200 young consumers. Structural equation modelling was applied to analyses the responses to assess the predictive power of considered variables towards online purchase intention.

## **Findings**

Results indicate that consumer's subjective norm and perceived behavioural control are the key predictors of consumers online purchase intention.

## **Practical implications**

The paper identifies key predictors of consumers' online purchase intention, enabling practitioners to understand which factors influence young educated consumers in their decision making regarding online purchases. This information will help marketing managers design effective strategies to boost online buying behaviour among such consumers.

## **Social implications**

Policy makers and government organizations may use the findings of this study to run campaigns for disseminating information and promoting online purchase behaviour among larger sections of society.

## **Originality/value**

The present study is one of the first which applies theory of planned behaviour to predict online purchase intention of young consumers in Pune.

*Keywords: Theory of Planned Behaviour (TPB), Online Purchasing, Attitude towards online purchasing, Subjective Norm*

# **EMOTIONAL BRANDING ON BRAND EQUITY : TESTING THE INDIRECT EFFECT THROUGH BRAND ATTITUDE AND INTERACTION EFFECT OF BRAND TRUST TOWARDS PUBLIC CAMPAIGN**

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## **Purpose**

This study primarily aims to study the direct effect of emotional branding on brand equity. Secondly, intended to measure the combined effect of emotional branding and attitude towards a brand on brand equity taking brand attitude as a mediator.

## **Design/Methodology/Approach**

A structured questionnaire was adopted and modified to measure the constructs. The sample units were the Indian citizens who had basic knowledge on 'Swatch Barath campaign'. The appropriate sample size after deleting duplication and cleaning of data was 324.

## **Findings**

The study finds that emotional branding has a significant effect on brand attitude and brand attitude partially mediates emotional branding and brand equity and finally emotional branding has strong positive effect on brand equity.

## **Practical implications**

The findings of this paper provide certain directions to the government specifically to the Ministry of information and Broadcasting and managers of the service firms on understanding the value of emotional branding techniques.

## **Research limitations**

The study has few limitations like sample selection, since the population group includes entire country and sample selected was from small geographical area of various parts of India. An adopted scale was used in this study; a specific scale could be developed.

**Originality/value**

This research paper investigates the social responsibility of individuals with social consciousness and patriotism, how these form an attitudinal attachment and further it creates brand equity on a cause related campaign run by the government

*Keywords: Emotional Branding, Brand Equity, Service Firms, Social Cause, Public Campaign, Brand Trust, Brand Attitude, Swatch Barath*

# SEGMENTATION OF ONLINE AND IN-STORE TEEN SHOPPERS BASED ON SHOPPING MOTIVES

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## Purpose

The purpose of study is to profile and compare online and in-store young shoppers based on motivational factors associated with the buying behaviour, and to study the influence of motivation on channel preferences.

## Design/methodology/approach

Online questionnaire survey was conducted among 300 college students out of which 231 were usable. Segmentation was carried out based on shopping motivations including product availability, impulse buying tendency, convenience, shopping enjoyment, risk aversion and employee attitude. Four product categories were chosen for the study which includes apparel, grocery, electronics and jewellery. Profiles of online and in-store teen shoppers are drawn out using cluster analysis and compared based on the above mentioned motivational factors for various products.

## Findings

Cluster analysis revealed five shopper segments. These included convenience shoppers, recreational shoppers, choice optimizers, variety-seeking shoppers and mission shoppers. Motivational factors differ among online and in-store shoppers. Product availability and convenience are the key factors for online shoppers. On the other hand, shopping enjoyment, impulse buying tendency, employee attitude and risk aversion are the dominant factors that attracted in-store shoppers.

## Research limitations/implications

Study contributes to shopping motivation research, thereby classifying typology of shoppers based on online and in-store shopping motivations.

## Practical implications

Identifying the dominant motivational factors of different shoppers segments towards purchase of hedonic and utilitarian products based on channels gives an insight on buying behaviour of consumers which enables retailers to understand consumer needs in order to enhance position in digital era.

**Originality/value**

The paper summarises typology of shoppers based on the dominant motivational/ situational factors that enables shoppers to purchase products, thereby providing need for enhanced shopping environment.

*Keywords: Online Shopping, In-Store Shopping, Segmentation, Cluster analysis*

# INFLUENCE OF BRAND AUTHENTICITY ON CORPORATE SOCIAL RESPONSIBILITY AND CONSUMER LOYALTY

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## Purpose

The study aims to analyze whether Brand Authenticity as a moderator has an effect on the relationship between Corporate Social Responsibility initiatives and Consumer Loyalty.

## Design/methodology/approach

The author used Carrolls CSR components as the independent variables and consumer loyalty as the dependent variable. Brand Authenticity is used as a moderating variable to find its influence on the relationship between CSR Components and Consumer Loyalty using Hayes Process in SPSS.

## Findings

The multiple regression test results that CSR components significantly predicts Consumer loyalty. The research suggests that the interaction variable- Brand Authenticity has a significant effect on the relationship between Legal CSR, Philanthropic CSR, Economic CSR and Consumer loyalty while Brand Authenticity has insignificant effect on Ethical CSR and Consumer loyalty.

## Practical implications

The research enables the organizations to frame optimal CSR objectives conferring to the consumers' expectations. The research describes that the authenticity of the brand is an important contributor for the consumers to be loyal to the brands associated with CSR.

## Originality/value

This study contributes to the CSR literature by proposing new managerial strategies for companies associated with Corporate Social Responsibility. This research provides detailed information on the consumers' expectations towards Corporate Social Responsibility and the effect of Brand authenticity that influences the consumer loyalty of the brand.

*Keywords: Corporate Social Responsibility, Brand Authenticity, Consumer Loyalty, Consumers*

# **ELECTRIC VEHICLES IN INDIA: BENEFITS, CURRENT MARKET SCENARIO, CHALLENGES**

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## **Purpose**

There is potential need of Electric Vehicles (EVs) in India due to excessive greenhouse emission in urban areas and crude oil capturing a huge chunk of Indian imports. The paper explains as how EVs are preferable over the Internal Combustion Engine vehicles and the challenges it faces in the Indian market. Government of India is taking initiatives to encourage the citizens about EVs. Few industries will have an explicit and implicit impact due to EVs and this might drop the GDP. However, if Government acts wisely, the loss can be reimbursed. The paper provides an encyclopaedic description of government schemes. It also gives the feasible recommendations for the challenges that EVs might face in India. The paper provide a description of Electric Vehicles in India.

## **Design/methodology/approach**

The research methodology used is secondary. The approach used is theoretical, through pre-existing ideas.

## **Findings**

The findings are Government Schemes, need of EVs, challenges it would face.

## **Originality**

The earnestness of the government regarding EVs, its execution and a few feasible recommendations for the mentioned challenges. The paper is authentically written for research practitioners and students for their academic purposes. The paper projects the influence of electric vehicles on various industries and shows the emerging career opportunities in this sector.

*Keywords: Electric Vehicles, Lithium Ion, Internal Combustion Engines, Renewable resources, Faster Adoption and Manufacturing of Electric Vehicles.*

# **A STUDY ON FACTORS INFLUENCING YOUNGSTERS TOWARDS DIGITAL WALLETS IN CHENNAI CITY**

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## **Purpose**

The purpose of this study is to identify the most preferred digital wallets among youngsters in Chennai city. The other purposes of this study include identifying the factors influencing youngsters towards digital wallets and rank the challenges faced by them while those wallets.

## **Methodology**

The data for the study is collected through 100 youngsters in Chennai city. IBM SPSS 22 version software is used to process and analyze the collected data for the study.

## **Findings**

The study identifies PayTm as the most used digital wallets among youngsters in Chennai city. Further the study identifies three major factors with its own sub factors influencing youngsters towards digital wallets and accessibility as one of the challenges faced by the respondents.

## **Implications**

The results of the study indicate movement of economy towards digitalization and cashless society. The factors identified by the study can be used as a base to frame marketing program for digital wallet companies.

## **Originality/Value**

This is the first paper to use factor analysis with Varimax rotation to group various factors influencing usage of digital wallets using youngsters alone as target population.

*Keywords: Cashless society, Digitalization, Digital wallet companies*

**Track VI**  
**Designing Workplace Environment**

# **A Review of the Research on OCTAPACE Organizational Culture**

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## **Purpose**

This paper reviews the research literature on OCTAPACE organizational culture. While this Indian approach to understanding organizational culture has been used by many Indian researchers and few international researchers, there seems to be a lack of integration of the various research papers and streams based on OCTAPACE organizational culture. This paper attempts to fill this gap by reviewing the extant research on OCTAPACE organizational culture, and structuring the findings into meaningful clusters for integrating current and future research.

## **Design/methodology/approach**

The paper reviews the existing research papers from journals and conferences. The theoretical arguments and empirical findings from these papers are grouped into meaningful clusters. The variables in these clusters are also examined for finding possible unexplored relationships.

## **Findings**

The review of literature found that OCTAPACE organizational culture seems to be relevant and influencing important organizational outcomes. While predominantly used by Indian researchers, this framework has also been adapted and found relevance with researchers in other countries and national cultures. However, there is a lack of cross-cultural comparisons based on this framework.

The paper also categorizes the extant research into meaningful clusters based on the nature and relationships of variables studied. This provides a useful basis to integrate different research studies, identify gaps in research, and design better studies to further validate some of the findings.

### **Research limitations/implications**

The paper highlights that there is a need for more research as many possibilities for future research remain unexplored. Propositions have been suggested for some of the themes for future research. Other research ideas are also suggested for conceptual refinements through further theory building and development through empirical examination and validation.

The major limitations of this paper include the use of secondary research findings. Currently the majority of researchers seem to have focussed on only a few sectors. This limits the generalizability of the findings from this review paper. Also, publication bias may be present as unpublished studies have not been covered in this review of literature.

### **Practical implications**

The findings of this paper are very relevant for practitioners for building the right type of organization culture. The paper also establishes that organizational culture has different independent facets and cannot be treated as monolithic. The impact of different aspects of organizational culture on specific organizational outcomes is clarified. This will help practitioners deal with problems with those particular organizational outcomes.

The paper further distinguishes the variation in organizational culture across industries and sectors, as well as organizational hierarchies. This provides a useful approach for organizations to deal with different employee groups effectively to achieve desirable results.

### **Social implications (if applicable)**

The discussion and suggestions from this review paper are relevant for the quality of life of employees in organizations. The OCTAPACE organizational culture influences the commitment as well as engagement of employees. These aspects are important for ensuring employee wellbeing in organizations.

### **Originality/value**

This is the first paper to review the extant research on OCTAPACE organizational culture. The paper categorizes, integrates, and extends the findings from current research to provide a meaningful structure. This is useful for researchers to identify research gaps. This is also helpful for practitioners to measure and decide the desirable levels of each aspect of organizational culture for their respective organizations, thereby impacting important organizational outcomes including employee engagement, organizational commitment, and effectiveness of organizational leadership.

*Keywords:* OCTAPACE, organizational culture, leadership, employee engagement, workforce agility

# Do Different Types of Diversity Matter?

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## Purpose

The past few decades have witnessed growing attention towards workforce diversity and employee well-being. While literatures behind them have evolved independently, there is a need to address their combined significance. Owing to the *double-edged sword* nature of diversity (Milliken and Martins, 1996), a diverse workforce improves performance, and innovation while it has detrimental effects on job satisfaction and employee commitment. Van Knippenberg and Schippers(2007) call for researchers to diversify their attention from solely examining cognitive outcomes of diversity towards affective effects.

The present paper examines *surface-level* diversity (diversity basis readily observable characteristics) and its impact on employee well-being (EWB). Well-being at workplace is important not only for employees, but also to organizational performance and productivity (Kowalski and Loretto, 2017). With the potential for differential impact, we employ a *dualistic* approach in assessing diversity effects – independent and combined impact of demographic diversity attributes on EWB.

## Methodology

617 full-time employees from large organizations across varied industries in India participated in the survey-based study. Besides age and gender, diversity on marital status holds significance in the Indian context (Deshpande, 2013). Further, we distinctly note religion, language and regional differences as salient markers of diversity among Indians (Ratnam and Chandra, 1996; Gebert, Boerner and Chatterjee, 2011; Kulkarni, 2015); We developed an index to collapse actual surface diversity attributes on gender, age, religion, marital status, first language and state of domicile. For each of the six demographic attributes, the sample was dichotomized into 0 or 1, where ‘0’ indicated ‘low’ and ‘1’ indicated ‘high’ diversity. Each attribute was given equal weightage and all scores were averaged to obtain the overall surface-level diversity index (SDI), ranging from 0 to 1. Adapting items from well-being scale of Warr, Cook and Wall (1979), we checked the data for common method bias (CMB). Harman’s single-factor method indicated, CMB as a non-issue in the dataset.

## Findings

Regression analyses were carried out to test the independent influence of six demographic diversity indices on EWB. We found age, marital status, and first language to significantly impact EWB ( $p = 0.10$ ), partially supporting Hypotheses 1. Marital status was found to negatively relate to EWB ( $\beta = -0.068$ ). Contrary to our hypotheses, age ( $\beta = 0.066$ ) and first

language ( $\beta = 0.074$ ) was found to positively relate to EWB. Further, we regressed SDI on EWB to find no support for Hypothesis 2.

### **Research implications/limitations**

Study recommends examining diversity effects attribute-wise distinctly than clustering related diversity attributes into an index. This helps in catering to the differential impact of different diversity attributes combating frizzling effect of diversity indexing.

Diversity literature highlights the important role of context in determining diversity effects (Jackson et al., 2003; Guillaume *et al.*, 2014). Factors such as organizational culture, nature of employee work and industry environment may play a key role in explaining our findings. The present study is limited in not considering some of these factors while testing the hypothesized relationships. Our subsequent work includes perceptions of diversity in addition to actual attributes. We believe that observed diversity effects result from perception of differences than actual differences *per se*. This line of thought needs further exploration (Shemla *et al.*, 2016).

### **Practical implications**

Leaders in most contemporary organizations are driving the diversity agenda. However, it is limited to affirmative action or equal employment opportunities. A diverse mix of employees is not sufficient to yield diversity benefits. Fair and inclusive policies and practices, upholding diversity sensitivity are some of the diversity management initiatives prevalent in the organizations. Basis our findings, we recommend managers to note differential impact of diversity attributes to comprehensively aid in devising diversity-related strategies. While organizations need a holistic approach towards diversity management, knowledge about how varied diversity types influence employee welfare and well-being, will help managers in effectively addressing diversity issues.

### **Originality/value**

Extant conceptualization of diversity has been either around combined effects of diversity attributes or studies focusing on specific diversity attributes. Favoring the former approach, Bacharach (1989) noted that combining various individual dissimilarity variables will increase overall “explanatory power” in predicting diversity effects. However in attempting such macro view of overall diversity effects, specific effects of distinct attributes may not be evident. There is evidence on how these distinct diversity attributes have varying effects (Zenger and Lawrence, 1989). Hence, the present study in a first employs both the approaches to showcase differential effects of diversity.

*Keywords:* Demographic diversity, employee well-being, gender, age, ethnicity, language, religion, marital status, regional diversity.

# INFLUENCE OF JOB DIMENSIONS ON WORK MOTIVATION AND JOB SATISFACTION – A STUDY OF BLUE COLLAR EMPLOYEES IN THE INDIAN MILIEU

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## Purpose

This study envisages to evaluate the objective job characteristics, primarily, the degree to which job dimensions are designed so as to enhance work motivation and job satisfaction in the Indian work settings. Based on the literature reviewed the authors proposed to use the Job Diagnostic Survey (Hackman & Oldham, 1974 and Hackman & Oldham, 1975), which is based on the Hackman & Oldham's Theory (Hackman & Oldham 1974).

## Research Objectives

1. To empirically test the applicability of the Job Diagnostic Survey (Hackman & Oldham, 1975), in measuring the influence of job dimensions and its positive personal outcome, in the Indian work settings.
2. To determine the extent of affective response of personnel to Job Dimensions in terms of Internal Motivation and General Satisfaction.
3. To examine the influence of individual Growth Needs Strength on positive personal outcomes, namely Internal Motivation and General Satisfaction.

The secondary outcomes of the study would be the feedback and knowledge on how and why Job designs and redesigns of the existing jobs have failed/ succeeded, and how redesign projects could be executed so as to improve employee productivity and satisfaction.

## Methodology

### Measures

The research instrument was a customized version of the Hackman & Oldham (1974, 1975) Job Diagnostic Survey. The job design attributes measured as 'Job Dimensions' in this instrument were conceptualized to include Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback, as in the original instrument. The motivational properties of the jobs were measured by conceptualizing general satisfaction measuring the degree to which the employee is satisfied and happy with the job and 'individual growth need strength' measuring the

malleable individual differences of how positively an employee will respond to a job with objectively high motivating potential. This research differed from the Hackman & Oldham(1974,1975) model in hypothesizing that the individual growth need strength play a moderating role on both general satisfaction and internal work motivation.

### *The Study Sample*

The unit chosen for the study was an Indian automobile manufacturing company headquartered at Chennai, Tamilnadu, India. The wide range of products produced by the unit includes buses, trucks, light vehicles, defense vehicles and power solutions. Ranked among the top five automobile units in India, the unit has around 15,000 employees and has established joint ventures with multinational units.

The data were collected on site, at the study unit using the customized JDS instrument. The jobs identified for the study were highly heterogeneous, chosen from the functional departments of human resource, marketing, finance, production and modular business program. The job titles varied from low level engineers to administrators. Thus both blue collar and white collar jobs have been examined. Out of the 135 questionnaire that were administered, 64 of them were found to be complete for the study.

### **Implications**

The above verified instrument can be used in the Indian work environment to diagnose jobs and to evaluate the need for job redesigning and also to assess the motivational properties of the jobs. This would enable change agents strategies appropriately for implementation of redesign projects. The instrument could be used by project team heads to determine the impact of intervening variables.

Triangulating job description opinions from more than one source (for eg., from ergonomists, or from non incumbents of the job) is recommended to avoid misunderstanding or distortion of evaluations based on opinion of redesign activities from the incumbents themselves.

# **WOMEN PARITY AT WORKPLACE ACROSS DIFFERENT INDUSTRIES AT DELHI-NCR REGION**

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## **Purpose**

India will add 110 million people to its labour force in the next 10 years, including youth and women entering the workforce. If India can increase women's labour force participation by 10 percentage points (68 million more women) by 2025, India could increase its GDP 16%. The main aim of this research paper is to find the issue of gender discrimination in workforce and its impact on the satisfaction & motivation through various HR functions, safety & stress level of women employees of different industries (Petroleum, Healthcare & Education).

## **Design/methodology/approach**

An adaptive version of standardized questionnaire is administered from 211 females of lower, middle and higher category women employees of different industries across Delhi-NCR region. The data collected through standardized questionnaire is tabulated keeping in context with the objective of the study and was analyzed through Statistical Package for the Social Sciences (SPSS) – (ANOVA - one way analysis of variance).

## **Findings**

According to the similar analysis done, the findings shows females are discriminated more than males in across organizations of different industries, (Neeraj et al., 2014). Therefore, after the data collection of this report, we have concluded that women are also given equal importance in different roles they play the organization among various levels, though sexual harassment is increasing, organization has taken vital steps to improve that & this shows that there is a little presence of gender discrimination throughout corporate culture across various industries even in the 21st century.

## **Research limitations/implications**

The respondents in present study include only women employees which thereby rejects the opinion of male respondents. Those women employees have been taken mainly from service sector and education sector, thus the study looks at only organized sector & covers only Delhi-NCR region. The research work suffers from the usual limitations of survey research method.

## **Practical implications**

Considerable studies have been in recent years toward gender equality in the workplace, spurred not only by a societal conception of fairness, but also in recognition of the contribution of women to the bottom line of companies and the economic benefit to the country. This increase in better management and broader perspectives contribute to greater profitability, and this turns the wheels of the national economy.

**Originality/value**

The paper studies women equality at workplace, gender discrimination and sexual harassment of Delhi-NCR region covering various sectors and contribute to the subject from Indian outlook.

*Keywords:* *Sexual harassment, Gender discrimination, Work life Balance, Satisfaction*

# **A Study on the Relationship between Shift Work, Customer Satisfaction and Profitability – The Mediating Effect of Work Quality**

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## **Purpose**

The purpose of this paper is to study the effectiveness of work quality as a mediating variable to address the importance of shift work and customer satisfaction on profitability. The paper first aims to find whether shift work and customer satisfaction has a direct effect on profitability. Secondly, the paper aims to find whether work quality mediates the relationship between shift work and profitability. Thirdly, the paper aims to find whether work quality mediates the relationship between customer satisfaction and profitability.

## **Design/Methodology/Approach**

The author has used a sample size of 165 respondents from the logistics industry who works in shift work and convenient sampling (non-random sampling method) method was used for the study. Firstly the author used multiple regression to find the relationship between the independent variables (shift work and customer satisfaction) and the dependent variables (profitability). Secondly, the author used boot strapping technique in AMOS to find the mediating effect of work quality on the relationship between shift work and profitability as well as the relationship between customer satisfaction and profitability.

## **Findings**

The findings show that work quality completely mediates the relationship or path between shift work and profitability whereas work quality partially mediates the relationship or path between customer satisfaction and profitability.

## **Originality/Value**

Customer satisfaction is an integral part of an organization and it is always desirable for every organization to achieve the highest profitability through work quality and consistent performance. The paper stands as an eye opener for the organizations to understand the value of customer satisfaction and shift work with work quality for the increased profitability of the organization.

*Keywords: work quality, customer satisfaction, shift work, profitability, mediating effect, complete mediation, partial mediation*

# GENDER BASED DIFFERENCES IN TRANSPHOBIA – A STUDY IN INDIAN CONTEXT

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## Abstract

Many organizations today recognize the need to create a diverse workplace. One important source of diversity is gender. While many studies focus on improving gender equality with respect to women at the workplace, trans genders remain largely excluded from these discussions. The word “transgender” – or trans- is an umbrella term for people whose gender identity is different from the sex assigned to them at birth. They are often grouped under the LGBT along with people with same sex orientations. Most research on LGBT focuses on stigma experienced by homosexuals. Relatively little is known about the stigma experienced by transgender individuals. Hence, this research aims to fill this gap by examining the perceptions towards transgender individuals among students enrolled in undergraduate courses in a prominent university in India. Using the Genderism and Transphobia Scale (Hill, 2002), the perceptions towards transgenders was measured. Specifically, levels of transphobia were examined and any gender based differences among cis-genders male and female students were analyzed. Results indicate that male students have significantly higher levels of transphobia than female students. The results of this study provide input into designing programs that combat prejudices against transgenders. This will help organizations design policies that aim at creating an inclusive workplace.

*Keywords: Transphobia, Diversity, Gender Equality, Transgenders, Prejudice, Inclusive workplace.*

**Track VII**

**Managing in the Digital, Smart and Analytics Age**

# Application of Artificial Intelligence(AI) for Effective and Adaptive Sales Forecasting

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## ABSTRACT

### Purpose

The factors that influence the true market demand and their extent of influence are highly elusive and erratic. This paper aims at applying Artificial Intelligence (AI) techniques to identify and predict complex sales patterns and compare the results with traditional forecasting models.

### Design/methodology/approach

The sales data used is analysed using both traditional forecasting (ARIMA) method and artificial intelligence (Neural Networks). The latter considers the inputs of influential factors and reiterates every time to identify upcoming trends, thus providing a more robust forecast. This is compared with results from the ARIMA model.

### Findings

It is inferred that neural networks with the input of influential factors has a greater accuracy when compared to ARIMA model. It is also time adaptive and changes according to upcoming trends.

### Research limitations/implications

Though the purpose of the research is achieved, a few limitations exist because of the limited availability of data. Also, the factors that affect the predictand are generalised and based on previous research works. A more customised approach towards the firm under study would greatly improve the accuracy. Though the purpose of the research is achieved, a few limitations exist because of the limited availability of data. Also, the factors that affect the predictand are generalised and based on previous research works. A more customised approach towards the firm under study would greatly improve the accuracy.

**Practical implications**

Machine learning and big data are bringing paradigm changes in developing a better forecasting model. It has the potential to analyse huge amounts of data and provide instant insights that can greatly improve business performances. Machine learning and big data are bringing paradigm changes in developing a better forecasting model. It has the potential to analyse huge amounts of data and provide instant insights that can greatly improve business performances.

**Originality/Value**

This paper extends the scope of previous literature by taking into account the factors that influence the sales of the automobile industry, considering the Indian market during the time period(1988-2016).

*Keywords: Sales Forecasting, Sales analysis, Neural-networks, Machine intelligence, ARIMA.*

# **STUDY ON CONSUMER'S PERCEPTION TOWARDS THE USE OF MOBILE PAYMENT SYSTEMS**

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## **Purpose**

The purpose of the study is to examine the consumer perception towards the use of mobile payment systems and analyze the factors that affect consumers in using mobile payment systems

## **Design/Methodology/Approach**

A Descriptive Research design is used to study the primary responses collected from 150 respondents. The statistical tools that were used in the study are T test, Anova and Factor Analysis.

## **Findings**

The research paper documents that 74% of the respondents have a positive attitude towards the evolving mobile payment systems, they are concerned about the Payment security and Personal risk of information involved during the usage of such systems which lead to the decrease in usage of such systems.

## **Research limitations**

This research is based on consumer usage preference which constantly changes according to time. Hence the pattern needs to be studied periodically as the technology gets updated.

## **Social Implications**

This research has a great implication on how a customer prefers a mobile payment system and it helps the corporates in building their application focusing on the customer's requirement. It also signifies that government should take significant measures in updating the security infrastructure of the county.

## **Originality/Value**

This paper brings value to the Mobile payment service providers where they get to know on what basis, the customer prefers a particular service. This helps them in designing better solutions to customers. This also helps a small scale company to focus on a regional application thus getting a significant user base locally.

*Keywords - Digital India, Digital Payments, eWallet, Cashless transaction*

# 3D FACIAL RECOGNITION EMPOWERED BY CLOUD

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## Purpose

International security standards require consolidation of a wide database that could be integrated across nations for global usage. This is practically possible, only with the inclusion of biometrics where in iris recognition, finger print identification, and DNA matching come into play. But the above listed techniques pose complexity when it comes to application at a comprehensive level. Our paper lays emphasis on solving both these complexities by using Cloud Computing as a tool in face recognition to accomplish extensive searches quickly for security purposes.

## Methodology

Various image processing techniques like linear and non-linear analysis, histogram equalization, wavelet transformation (Fourier transform, DCT, DWT), matlab, PCA, ICA, MICA etc., are being involved in identification of 2D images to yield an accuracy of about 35%. When 3D images are used in place of 2D the accuracy increases considerably. For example it shows prominence in dimensional stability, storage, employment of distance matrix, and various other features.

## Practical Implications

By using cloud networks, the online databases available in the internet through social hubs, and private cloud systems the problem of database consolidation as in other biometrics systems is solved. Instead of compiling a new database for every application, the existing database of images available in various social networks and government database can be processed to generate 3D images too.

## Originality / Value

We have used Cloud Computing as a tool in Face Recognition (3D). This could serve useful for the government database and various social network authentication purposes.

*Keywords: 3D face recognition, PCA, Eigen faces, Video surveillance systems, Cloud computing.*

# TRAVELGREEN APP

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## ABSTRACT

Technological advancement has continued to affect the environment in a negative way. Environmental pollution has the ability to cause a drastic change in the environment. Global warming destroys and causes severe effects on all the living organisms mainly due to pollution or effluents emitted from automobile leads to greenhouse effect which in turn causes global warming. Travel green app is an android app which smartly measures the emissions due to different transportation modes while travelling from one place to another. Our app will help to understand the amount of emissions that can be saved by using different methods of transport such as driving a car, cycling or taking a bus. It is intended to encourage, motivate, and reward people to make greener travel choices. Travel green app makes emissions personal by tracking each trip you take, and what method of transport is used (car, bicycle, public transportation, train, or plane).It calculate the amount of emissions generated (or avoided) for each trip. Users can simply start the app before each trip, by login through account. The app will track the speed and distance, and then calculate emission value of that journey, which will get added to (or subtracted from) the user's emission account balance. The app will also provide information on air quality index at various locations during your travel .Air quality index will include information regarding status like whether we are entering from low to high polluted area (vice-versa) and health related impact and precautions. It will also account emission in weeks and months for assessment of rewards.

*Keywords: Travel green, emission control, emission calculation, air quality, emission control app.*

# MOTIVES OF SMARTPHONE USAGE AS PREDICTORS OF THE PERSONALITY OF UNIVERSITY STUDENTS

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## Purpose

More than a simple communication tool, smartphones are now like personal assistants, entertainment instruments, and information portals. The research from Tata Consultancy Services in June examined digital habits and device ownership among “urban” students in India, nearly 83% of the country’s students own a mobile phone, and interestingly it is the higher rate of ownership than any other device mentioned. With the rising penetration rates, it is very relevant to examine the social and many other psychological influential factors that lead to the adoption of smartphones among students.

## Design/methodology/approach

The study group consists of 123 university students across India. Pearson correlation, Factor analysis were employed for the analysis and for the interpretation of data. The associations between the personality traits and the motives of students behind the smartphone use were studied by conducting multiple hierarchical regression analysis.

## Findings

Caring for others is the main motive behind the smartphone usage of University students which follows other motives like following trends, accessibility, dependence, and current phone experience. The study thus suggests that the motives behind the Smart phone usage can be used as predictors of Personality traits.

## Originality/value

This work attempts to make a small contribution to theory and research in motives behind the smartphone usage as predictors of the personality of University students. By getting an in depth understanding about the personality of University students’ teachers and University management can tailor make learning programs to suit their personality types.

*Keywords: Smartphones, motives, personality trait, University students, Social need, dependence.*

**Track VIII**  
**Financial Analysis for Performance**

# NON PERFORMING ASSETS: A STUDY ON THE PRIVATE AND PUBLIC SECTOR BANKS IN INDIA

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## Purpose

To evaluate the non-performing assets in Indian Banking Sector and examine the factors influencing the level of NPAs in private and public sector banks in India.

## Design/ Methodology

The data is gathered from secondary sources. The data for finding the soundness of banks is collected from RBI website. The data analysed ranges from 2005 to 2011 for public and private sector banks in India. Trend analysis and ratio analysis is undertaken for analysis of data.

## Research Limitations

This study is based on secondary data analysis. However primary data collection and analysis can be undertaken to gather better insights in the case of non repayment of loans resulting to NPAs. Qualitative and quantitative aspects of NPAs can be studied further to gain a better understanding. A larger sample will augment the findings of this study.

## Practical implications

The Non-Performing Asset (NPA) otherwise known as Non-Performing Loans (NPL) is directly related to the financial performance of a bank and is the contributing factor to the credit risk of the banking system. An increase in the NPA of a bank suggests that there is a high probability of a large number of credit defaults. This study helps to know about the reason of increase in NPAs. The study on NPA prevails as an alarming signal for banking growth and survival. The results of the study will help the policy makers and the bankers to understand the reasons behind soaring NPA problem in Indian banks.

## Social Implications

The problem of NPA in banks leads to lower profitability in banks which in turn leads to decrease in annual growth rate of banks. The problem of NPAs is one of the burning issues for Indian economy and it has a detrimental impact on the economy as a whole. Hence it is pertinent to critically analyze the underlying issues of NPAs and its relationship with banks' profitability.

## Originality/ value

The paper attempts to analyse the underlying reasons behind increasing non-performing assets in banks. The data has been collected from secondary sources. This paper is original in nature as all the tables and charts have been prepared from the sources of data ([www.rbi.org.in](http://www.rbi.org.in)). This paper highlights the relationship between NPAs and banks' profitability.

*Keywords: Non-performing assets, profitability, banking Industry*

# **PRECISION IN STRATEGIC DECISION MAKING LIQUIDITY AND PROFITABILITY MANAGEMENT A STUDY IN ASIAN PAINTS LTD**

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## **Purpose**

The Purpose of the study is to analyze the financial statement of the company for the past 10 years from 2008-2017 and finding the company's financial health in terms of Profitability, Solvency and Liquidity.

## **Design/methodology/approach**

To know the relationship between Liquidity and Profitability of Asian Paints using Mottall's Comprehensive Test.

## **Findings**

The selected ratios are calculated and its corresponding ranks are allotted. By using these ranks Mottall's Comprehensive Test is calculated.

## **Research limitations/implications**

The financial data taken for the study is restricted to 10 years period of time

## **Practical implications**

The outcome will be helpful for the Asian Paints to know their financial position in terms of liquidity, solvency and profitability which will make them further to enhances their business activities and profits. Mismanagement of each or any of these components shall be detrimental to the objectives of efficient operation, profitability and maximization of overall value of the company.

## **Originality/value**

This concept will help all the companies who prepares their financial statement by which they can find their financial position of the company by using the tools like liquidity, solvency, profitability and Mottall's Comprehensive Test.

*Keywords: Financial statement, Mottall's Comprehensive Test, Profitability ratio, Liquidity ratio, Solvency ratio.*

# **RISK AND RETURN ANALYSIS OF NIFTY DURING BULL AND BEAR PHASES**

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## **Purpose**

1. To analyse risk and return of Nifty50 Index in bull and bear phases
2. To study various reason behind different phases under Dow theory during bear and bull phases

## **Methodology:**

In this study technical analysis is used to find Bull and bear phases of Nifty during two years, risk and returns are analysed using Beta and Market Returns.

*Source of data collection:*

*Secondary Data:*

1. The study is purely based on secondary data. The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. The methods of collecting secondary data are published data or unpublished data. It takes short time and relatively low cost.
2. Analyze NSE nifty data, various journals and articles related to Risk and return of indices presented by various researchers in bear and bull phases.

## **Practical Implications**

The study helps to find out the future trends in the prices of Nifty which reflects the performance of top fifty companies in India.

# **Does DuPont Equation Reflect the Wealth Maximisation Goal of the Indian Pharmaceutical Industry? - Study of Selected Indian Pharmaceutical Companies**

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## **ABSTRACT**

### **Purpose**

Indian Pharmaceutical Industry is projected to be among the top three in terms of growth rate and the 6th largest in terms of the market size \$27.57 billion (reported in 2016) with CAGR of 15.92%, as per the Indian Brand Equity Foundation. India, being the largest provider of generic medicines enjoys a distinct competitive edge due to its cost of production (50% compared to the US & Europe markets). A modest attempt has been made to investigate the DuPont equation effects on the profitability drivers namely Asset Management and Cost Management in the Indian Pharmaceutical Industry.

### **Design/Methodology/Approach**

An Inter-firm comparison has been performed on Asset related drivers and cost related profitability drivers over a period of time from 2008-2017 for few selected (both in terms of market capitalization and Net profit) companies. The study identifies the cause and effect relationship of the drivers by employing Granger Causality test.

### **Findings/Outcomes**

Given the regulatory challenges, coupled with innovation and cost pressures, the hallmarks of the Pharmaceutical Industry, the impact of leverage, deferred tax, Capex, as well as tax planning (Pre tax ROE and Post tax ROE) on profitability is explored and examined, so as to reflect on the Wealth Maximisation goal.

### **Implications/Value**

The paper provides the strategies that the firms can follow, and thus proposes the unique contribution to the existing literature

*Keywords: Pharmaceutical, DuPont equation, Wealth Maximisation goal, Asset Management, Cost Management, Leverage Profitability drivers, Strategy regulation, Granger causality*

# **Will the Jet Airways Fly High without any Jet Lags?**

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## **ABSTRACT**

### **Purpose**

A modest attempt has been made to investigate the DuPont equation effects on the profitability drivers namely of Jet Airways, to understand the financial strength of Jet Airways.

### **Design/Methodology/Approach**

The study has been done for a period of five years from 2013-2017. In this study, the financial ratios have been examined and analysed to find out the financial strength of Jet Airways.

### **Findings/Outcomes/Implication**

The impact of leverage, ROA, ROE on profitability is explored and examined, so as to put some light on the Financial position of the airlines and thus proposes the unique contribution to the existing literature.

*Keywords: Financial ratios, DuPont analysis, leverage, Aviation Industry*

**Track IX**  
**Strategies and Leadership for the VUCA World**

# LEADERSHIP STRATEGIES ADOPTED BY MANAGERS AND ITS IMPACT ON EMPLOYEES IN INFORMATION TECHNOLOGY ORGANIZATIONS

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## Purpose

There are scarce Indian studies in the IT context that has pegged the leadership strategies and what type of impact these strategies have on IT employees. 1. What leadership strategies do IT managers adopt? 2. What impact does the leadership strategy have on IT employees?

## Design/methodology/approach

A descriptive 515 IT employees from 87 IT companies were surveyed for the study. The sample was drawn from all the three levels of management. The stratified random sampling technique was adopted for the present study. Robert A. Cooke's (1996) *Leadership/Impact*® instrument. Leadership Strategies and Impact on Others Dimensions - A standardized instrument *Leadership/Impact*® developed by Robert A. Cooke's (1996) was adapted with permission.

## Findings

The study reveals that the IT Managers preferred to use prescriptive leadership strategies more often than restrictive strategies in IT organizations. IT managers basically believe in strategies that guide or direct the activities and behaviours of employees toward goals, opportunities and methods as compared to strategies which constrain or prohibit activities and behaviours with respect to goals, opportunities and methods.

## Research limitations/implications

Genuineness in self-report is taken for granted in the present study like in any other surveys and interviews. In a context like this it is desirable that leaders adopt Prescriptive rather than Restrictive strategies as they are more functional in IT organizations.

## Practical implications

Leaders with Constructive impact motivate people to think and behave in Achievement oriented and cooperative ways that emphasize growth and development. The benefits are better performance, higher levels of personal satisfaction and lower levels of stress.

## Social implications

Organizations today are service oriented and operate in a turbulent and fast changing environment. Knowledge workers not only drive these organizations, they are its key resource.

**Original/value**

It is an earnest attempt to bridge the gap especially in this area by highlighting the relevance and importance of leadership to management, individual, and organizational effectiveness and hoping this study will initiate a series of serious and productive discussions on the subject.

*Keywords: Leadership strategies, Leadership impact, Prescriptive strategy, Restrictive strategy, Constructive impact, Passive/Defensive impact, Aggressive/Defensive impact*

# STRATEGIC FACTOR ANALYSIS SUMMARY (SFAS) MATRIX ON MALAYSIAN 5 STAR RATED HOTELS

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**Topic (s): Strategic Frameworks for Managing Volatility/Uncertainty**

## Purpose of this paper

In the past, SWOT analysis has been recognized to be the most extensively utilised strategic audit procedures in the strategic management field (Robbins & Coulter, 2012; Barney, 1995). However, it has shortcomings, typically akin to a single level of analysis and lack of weights to reveal significances (Thompson & Strickland, 1998; Hill & Westbrook, 1997). Therefore, some researcher tends to use the Strategic Factor Analysis Summary (SFAS) matrix established by Wheelen and Hunger in 1995 as a crucial strategic planning instrument. This matrix produces a snapshot of complete strategic calculation for each corporation by recognising, assessing, ranking and positioning the strategic causes occurring in the internal and external setting by an Internal Factor Analysis Summary (IFAS) and the External Factor Analysis Summary (EFAS) matrix (Wheelen& Hunger, 2015).

The outcomes of this study offer situation analysis and a strategic fit between external opportunities, internal strengths, external threats and internal weaknesses of Malaysian 5 star rated hotels.

## Design/methodology/approach

A total of 5 five star rated hotels from a particular reputable hotel group in Malaysia participated in this research. Basically, this research used annual reports, newspaper articles, research articles and interview with respective hotels' managers for data analysis. For the EFAS the researcher used external factors such as political, economical, social, technological, environmental and legal (PESTEL) and Porter's five forces. For the IFAS the researcher used internal factors such as marketing, finance, research & development, operation & logistic, human resource and information system (Value chain analysis). Each rating is a judgement regarding how well the hotels are currently dealing each specific factor. After this process, the SFAS is prepared.

## Findings

Table 1 shows the EFAS which indicates the hotels' opportunities and threats. Table 2 shows the IFAS which indicates the hotels' strengths and weaknesses. Meanwhile, Table 3 shows SFAS which combine the most important factors with highest weighted scores in EFAS and IFAS. The important factors included in SFAS provide information that is essential for strategic planning.

Table 1 External Factor Analysis Summary (EFAS)

Key External Factors	Weight	Rating	Weighted Score	Comments
<b>Opportunities</b>				
Tax deduction/exemption for	0.05	3	0.15	Further growth

double tax deduction & Pioneer status tax exemptions and Investment Tax Allowance (ITA)				
Malaysian government's strategic plans	0.10	4	0.40	Government support
GDP and economic growth	0.05	3	0.15	
Wide investment opportunities	0.05	3	0.15	Increase market share
Population and tourist arrivals increase	0.10	4	0.40	Greater number of potential customers
Usage of e-commerce, social media and online resources	0.10	4	0.40	Marketing method
Cheap transportation	0.10	4	0.40	Flight, Train & Taxi
Great diversity of ecosystems and environmental policy	0.05	3	0.15	Uniqueness
Customer buying behavior or patterns changing	0.05	3	0.15	Developing market segment & new offerings
<b>Threats</b>				
Increase unemployment rate	0.05	3	0.15	
Malaysian Airlines (MAS) and Air Asia tragedies in 2014	0.10	4	0.40	(Disaster & Terrorism)
Very competitive industry	0.10	4	0.40	Many major competitors & AirBnB
Threat of substitutes	0.10	4	0.40	Homestay
<b>Total Scores</b>	<b>1.00</b>		<b>3.70</b>	

Table 2 Internal Factor Analysis Summary (IFAS)

Key Internal Factors	Weight	Rating	Weighted Score	Comments
<b>Strengths</b>				
Strong brand image	0.10	4	0.40	Established Asian brand
Strong marketing, sales and promotion	0.10	4	0.40	Increase revenue
Experienced managers and efficient top management	0.10	4	0.40	Strategic planning
Healthy balance sheet and financial capacity	0.10	4	0.40	Increase stakeholders confidence
Corporate Social Responsibility (CSR)	0.15	5	0.75	Efficient sustainability efforts
Efficient Human resource management	0.10	4	0.40	Create efficient workforce
Extensive information system	0.10	4	0.40	Provide quality service
Better supply chain management	0.05	3	0.15	Supplier code conduct
Efficient risk management	0.05	3	0.15	Effective
Received numerous awards & recognitions	0.10	4	0.40	Best quality
<b>Weakness</b>				
Net profit dropped	0.05	3	0.15	Due to expansion activities
<b>Total Scores</b>	<b>1.00</b>		<b>4.00</b>	

Table 3 Strategic Factor Analysis Summary (SFAS)

Key Strategic Factors	Weight	Rating	Weighted Score	Duration			Comments/ Strategic recommendations
				S	I	L	
Strong brand image ( S )	0.15	5	0.75			x	Make market expansion & Branding strategy
Very competitive industry ( T )	0.15	4	0.60	x	x	x	Differentiation
Strong marketing, sales and promotion ( S )	0.10	4	0.40	x			Innovation
Corporate Social Responsibility (CSR) ( S )	0.10	4	0.40			x	CSR strategy for sustainability
Healthy balance sheet and financial capacity ( S )	0.10	4	0.40			x	Financial strategy
Malaysian government's strategic plans ( O )	0.05	4	0.20		x	x	Key to future growth
Usage of e-commerce, social media and online resources ( O )	0.10	4	0.40		x	x	Information technology strategy
Customer buying behavior or patterns changing ( O )	0.05	3	0.15	x			Customer orientation
Increase unemployment rate ( T )	0.05	3	0.15		x		Create jobs, training and better wage
Malaysian Airlines (MAS) and Air Asia tragedies in 2014 ( T )	0.05	4	0.20	x			Tight security
Net profit dropped ( W )	0.05	4	0.20	x			Effective facilities management
Threat of substitutes (T )	0.05	4	0.20			x	Value added offerings
<b>Total Scores</b>	<b>1.00</b>		<b>4.05</b>				

### Research limitations

This study only analysed the 5 five star rated hotels from one particular hotel group in Malaysia. Therefore, future studies should investigate this EFAS, IFAS and SFAS using large amount of hotels from various hotel groups and ratings.

### Practical implications

The findings of this study give an empirical support for the SWOT of 5 star rated hotels in Malaysia. The weighted score shows that strong brand image (0.75), net profit dropped (0.20), usage of e-commerce, social media and online resources (0.40) and very competitive industry (0.60) among strongest strengths, weaknesses, opportunities and threats. Furthermore, this study also provided several strategic recommendations for 5- star hotels in Malaysia for short, intermediate and long term based on SFAS.

### Originality/Value

This study presents an original EFAS, IFAS and SFAS based on annual reports and other relevant materials as well as hotels' management views. So, the hoteliers can use the

recommended strategies efficiently by using the opportunities identified with strengths and take necessary measure to improve their weaknesses. This will lead to attain superior performance and competitive advantage.

*Keywords: Strategic planning, SFAS matrix, SWOT analysis, Hotel industry*

# Modern Education Management through Thirukkural

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## Purpose

The work was primarily done to bring to light the problems in the Educational Community, especially in India.

## Design/methodology/approach

Thirukkural, one of the famous and well established Tamil literature work, consists of moral values as proposed by Thiruvalluvar. The kural consists of thoughts to improve the human life through the sayings. Kurals which are related to the topic of education or give meaning to the purpose of study are analysed.

## Findings

The ideal cases for education, according to Thiruvalluvar, are compared with the existing practices. The present system shows faults and the same are discussed with available data.

## Practical Implications

The work proves that the current education system is not well built. A few important problems and their solution can be noted of. The education community and the society must recognize and solve the defects and imply them to build a better nation

## Originality/Value

Thirukkural is considered to be one of the greatest and oldest management book and tool. A novel approach to use the scripture in the Education sector is an asset of the work. The education community as well as the Tamil society will be exposed to the problems and benefit from the work.

*Keywords: Education management, Thirukkural, modern pedagogy*

# FROM BATTLE FIELDS TO BOARDROOMS

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## ABSTRACT

### **Purpose**

The world is changing at a faster pace and so is the environment in which businesses are presently operating. Many businesses are finding difficult to sustain themselves in this Volatile, Uncertain, Complex, Ambiguity (VUCA) world. While companies are emerging successful in understanding the needs of customers and accordingly designing their goods or services but there are more challenges faced internally by the companies. The purpose of the paper is to understand the key challenges of organisations in VUCA world and the implications from the 'Indian Armed Forces' in the form of case studies.

### **Design/methodology/approach**

The data collected for the paper is based on secondary data method. This includes sources like data from books, journals, magazines, websites, blogs etc., to collect the literature relevant for the purpose of the paper.

### **Social Implications:**

The main objective of the paper is to provide sufficient insights to understand the lessons from the battle fields of 'Indian Armed Forces' and their implications to corporate boardrooms as the environment is common in the name of VUCA world.

### **Originality /Value:**

The paper is an attempt to take a different approach in learning not only new insights from the well-known institution like 'Indian Armed Forces' but also inspire the young professionals while going through the different stories in the battle field. The paper provides an opportunity to understand the intensity of decision making and leadership qualities in uncertain situations through case studies provided from armed forces.

*Keywords: VUCA, Indian Armed Forces, Corporate boardrooms*

# Personality Style as a Predictor of Learning Style

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## Purpose

Researchers use personality inventories to identify the personality of human. One of the ways to identify and categorize people's personality types is by using a personality inventory which identifies individuals' preferences within a number of dichotomies and determines their overall personality type. The purpose of the study is to understand the relationship between personality style and learning style among millennial students.

## Design/methodology/approach

A quantitative, cross-sectional field study was conducted. The participants were 190 students who were doing their Post Graduate or Graduation. The participants were provided with a questionnaire that includes the questions regarding the personality and learning style. A correlation and regression analysis was done to understand the kind of relationship between the variables. The analysis of the data includes descriptive statistics and correlation analysis which includes mean, standard deviation, Pearson's correlation coefficient and regression analysis.

## Findings

The results revealed that there is a meaningful positive relation between Myers and Briggs Personality Style (2009) and Felder's Learning Style (2002). All the variables of MBTI i.e. Extrovert or Introvert, Sensing or Intuitive, Thinking or Feeling, Judging or Perceiving is positively correlated with Active or Reflective, Sensing or Intuitive, Verbal or Visual, Sequential or Global. The regression coefficient of the predicting variables shows that personality style can meaningfully explain the learning style of the millennial students.

## Originality/value

The paper provides a focus on relationship between personality and learning style of millennial students. This study will help to understand the personality of students thus teachers can take learning programs that suits the personality of the students.

*Keywords: Pearson's Correlation, Myers and Briggs Personality Style, Felder's Learning Style, Millennials.*

# Importance of Neuromarketing in Global Business Scenario

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## Purpose

It is important to reduce marketing expenses, clearly understanding customer preferences and reduce lead times for launching new products to be more effective

## Design/methodology/approach

Marketer Research can be successful if they indicate customer's real buying intentions. A greater understanding of human cognition and behaviour has led to the integration of biological and social sciences. Combining marketing, psychology and neuroscience, the concept of Neuromarketing has established valuable theoretical insights.

Consumer behaviour can now be investigated at both an individual's conscious choices and underlying brain activity levels. Neuromarketing, which investigates observed behaviours, provides more detailed insights into the complexity of consumer behavior and can also be used to validate extant research.

The aim of this research is to reveal the perception of marketing professional about Neuromarketing as they have a dominant role for the future of Neuromarketing application. This research is the general review on Neuromarketing research.

## Findings

All the International Companies are using/started-using neuromarketing in their market research to be more effective which compels the other developing nations to start using this technique to get the benefits. India and other developing countries needs to increase the number of neurolabs and analysis centres throughout India which encourages the researchers to start adopting this scientific method in their market research.

There are contemporary means to gather Neuromarketing data like neuroimaging methods (EEG scans, fMRI scans), eye tracking or more psychological techniques like facial coding. EEG and fMRI scans measure brain activity and can be used to actually peek into the consumer's brain when viewing or using certain products. Eye Tracking is used to track consumers gaze and see what gets their attention, and facial coding can measure consumers' emotional responses that surface on the face.

In order to escape the "Middle Income Trap" India need to focus on innovative and modern methods in all areas of business to improve their operational efficiency like South Korea. This research affirms that Neuromarketing will play a major role in reducing unnecessary expenses and creating marketing strategies by understanding consumer purchase decision.

**Originality/value**

This paper will give a broad outline about neuromarketing& explain the market researchers to predict the customer expectations more accurately through this important scientific method.

*Keywords: Emerging Market, Global Marketing Strategies, Competitive Models, Consumer Behaviour, Purchase Decision.*

**Track X**  
**Influence of Human Psychology**

# **EFFECT OF REVIEWS AND RATINGS ON PURCHASE DECISION - WITH SPECIAL REFERENCE TO E-RETAIL**

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## **Purpose**

Considering the shifts of business environment, business using online platform and technology cannot be missed out. The boring factors affecting purchase decisions are not playing a big role, being the business roll out using technology and on other words, the influencers got into different shape. The new paradigm in the e commerce and e retail purchase decisions been largely influenced by reviews and ratings. It urged the researcher to take up study on this dimension to react for the VUCA scenarios in the technology driven business. The aims of this research is to see the role of reviews on purchase behaviors. Negativity, positivity, genuineness, consistency, reliability and review count has been taken into account while attempting to study the reviews and ratings effect on purchase decisions. The study also attempted to understand the profile of the respondents who believe and buy with the help of reviews and ratings and the involvement pattern of onlineshoppers.

## **Research design/methodology:**

This study is a descriptive design and uses both quantitative and qualitative data. The primary data collection has been done using survey method both online and offline. Cooper and Schindler (2008) expressed that a quantitative method was appropriate when research sought to identify relationships between variables within a specific sample of a population. The study has chosen a sample of 501 respondents using snowball sampling technique. An instrument (Questionnaire) developed to measure the effects of ratings and reviews on purchase decisions consisted of ratings nature, review characteristics, shopping behavior and shoppers' profile. Data had been analyzed using SPSS, VPLS & Excel by employing descriptive statistics, correlation, regression, SEM and othertests.

## **Major Findings**

- ☐ Structural equation modelling predicts that the effects of ratings and reviews on purchase is close to 65 percent and the path shows highsignificance.
- ☐ Reviews and ratings have a high correlation and related to the purchase decision of the online shoppers. 0.508, the outcome of regression analysis reaffirmed the role of ratings andreviews

- ☐ Genuineness is the most determinant characteristic of reviews and ratings followed by negativity of it.
- ☐ Millennial males believe the ratings and reviews most, and they review majorly for the electronics related market, but GEN X are posting more reviews.
- ☐ However the involvement of shoppers, ratings & reviews affects, sometimes it stops.

### **Research Limitations**

- ☐ This research has not included the specific product segment of e-tailing.
- ☐ This research employed snowball/convenience sampling as the population is unknown
- ☐ Dimensions on qualitative aspects of reviews and ratings has to be included.

### **Practical Implications**

- ☐ This research insists the importance of reviews and ratings for online retailers and to concentrate on it.
- ☐ This research also iterates the important dimension of ratings to be prioritized to attract the online shoppers.
- ☐ The research gives industry a clear picture on the segment of shoppers to be targeted for reviews and ratings

### **Originality**

The research is few of its kind in an effort to understand the role of reviews and ratings and the characteristics of it towards purchase decisions for the online shoppers. Being there are very few researches in the field of technology related business talks about the role of reviews and ratings and thus this research is bridging that gap, its originality is high and reliable.

# **THE MEDIATING EFFECT OF PSYCHOLOGICAL EMPOWERMENT ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT – A STUDY AMONG PRIVATE HOSPITAL HEALTH ASSOCIATE PROFESSIONALS**

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**Topic(s):** Influence of Human Psychology

## **Purpose**

Psychological Empowerment has been in contemporary behavioral studies linked with several positive workplace outcomes, including job satisfaction, organizational commitment, organizational citizenship behaviour (Spreitzer, 1995; Walton, 1985; HardyLeiba-O'Sullivan, 1998; Neck & Houghton, 2006; Kalyar, 2011; Dewettinck & vanAmeijde, 2011; Schermuly, Schermuly & Meyer, 2011; Sharma & Kaur, 2011).

“Psychological Empowerment is a set of psychological states that are necessary for individuals to feel a sense of control in relation to their work” (Spreitzer, 2008). Psychological empowerment consists of four dimensions namely, Meaning (which involves a fit between the requirements of a work role and beliefs, values and behaviors) (Hackman & Oldham, 1980; Thomas & Velthouse, 1990; Brief & Nord, 1990; Spector, 1995), Competence (one's own belief on his/her capability related to skills) (Gist, 1987; Bandura, 1989; Spector, 1995), Self-determination (individual's sense of having choice in initiating and regulating actions) (Spector, 1986; Deci, Connell & Ryan, 1989; Bell & Staw, 1989; Spector, 1995), and Impact (the level to which an individual can influence the outcomes at work) (Ashforth, 1989; Spector, 1995). The study purpose is to find the effect of psychological empowerment on job satisfaction and organizational commitment.

Little research has been done on determining the subtle interactions among the dimensions of psychological empowerment with these behavioral variables.

This paper hence envisages to examine the inner details of the influence of psychological empowerment on personnel behavior by interlinking component-wise, the interactions between psychological empowerment components and job satisfaction and organizational commitment components. A knowledge on this inner process would provide indications to behavior scientists and the HR practitioners on enhancing the use of psychological empowerment as a tool to strengthen positive work place behavior.

## Methodology

The organizational commitment variable conceptualized (Allen & Meyer 1997) includes the following dimensions – affirmative commitment, continuous commitment and normative commitment. The job satisfaction variable was measured using the short form of Minnesota Satisfaction questionnaire (MSQ; Weiss et.al. 1967). The 20-facet/item instrument has been used to compute intrinsic satisfaction and extrinsic satisfaction. The intrinsic dimension describes the real nature of being inherent, and not being dependent on external circumstances. The extrinsic dimension does not really belong to aspects with which they are connected and are not inherent. The psychological empowerment is measured using the 12-item Empowerment at Work Scale developed by Spreitzer (1995). It measures the extent to which workers believe they are empowered in their jobs, using the four cognitive dimensions of empowerment (meaning, competence, self-determination, and impact). These dimensions were operationalized by using a set of 5-point Likert Scale statements.

## Major Findings

The status of job satisfaction, organizational commitment and psychological empowerment and the constituent components of all the variables were all found to be satisfactory, with the mean score well above the scale midpoint of 2.5.

Normative commitment was found to be more expressed among the components of organizational commitment. Extrinsic facets of job satisfaction was found to be more expressed than intrinsic facets. Similarly Meaning facets of psychological empowerment was more expressed than other facets.

Chi-Square analysis application to find the influence of demographic factors on the study variables confirmed that there was no association between work experience and psychological empowerment.

Correlations analysis confirms a strong positive linear relationship of psychological empowerment with affirmative commitment, normative commitment and extrinsic and intrinsic job satisfaction. There lies a moderate positive relationship between continuous commitment and facets of extrinsic and intrinsic job satisfaction. Among the psychological empowerment facets meaning, competence and self-determination have a strong positive linear relationship with extrinsic and intrinsic facets of job satisfaction.

*Table 1: Correlation – Psychological Empowerment facets vs Organizational commitment components and Job Satisfaction facets*

Psychological Empowerment Facets	Affirmative Commitment	Continuous Commitment	Normative Commitment	Intrinsic Job Satisfaction	Extrinsic Job Satisfaction
Meaning	0.536	0.403	0.754	0.793	0.891
Competence	0.473	0.391	0.636	0.671	0.717
Self-Determination	0.397	0.425	0.308	0.600	0.630
Impact	0.184	-0.072	0.510	0.459	0.408

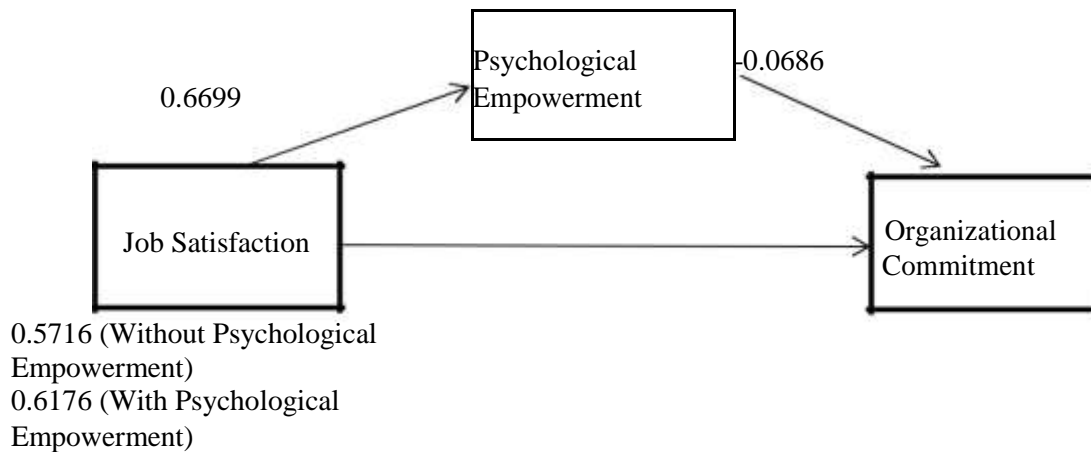
Table 1 results indicate that among psychological empowerment facets meaning & competence have strong positive linear relation with normative commitment. Rest factors

are moderately related. And impact has a weak negative relation with continuous commitment.

Impact factor of psychological empowerment is moderately related with intrinsic and extrinsic job satisfaction. Rest factors are strongly related.

To confirm the mediating role of psychological empowerment the following steps were followed (Baron & Kenny, 1986):

1. Psychological Empowerment (the mediator) was regressed on the independent variable Job Satisfaction
2. The dependent variable (Organizational Commitment) was regressed on the independent variable (Job Satisfaction)
3. The dependent variable (Organizational Commitment) was regressed on both the independent variable (Job Satisfaction) and on the mediator (Psychological Empowerment)



*Figure 1: Mediating effect of Psychological Empowerment on Job Satisfaction and Organizational Commitment*

$$\text{Total Effect} = c = 0.5716$$

$$\text{Direct Effect} = c' = 0.6176$$

$$\text{Indirect Effect} = ab = (0.6699) * (-0.0686) = -0.0459$$

$$\text{Indirect Effect} = c - c' = 0.5716 - 0.6176 = -0.0459$$

$$P_{\text{med}} = \text{indirect/total} = -0.0459/0.5716 = -0.0803 \text{ and } P_{\text{dir}} = 1 - P_{\text{med}} = 1.0803$$

## Originality/Value

This study examines the subtle interactions among the dimensions of psychological empowerment with job satisfaction and organizational commitment. It reports the examination of the inner details of the influence of psychological empowerment on

Personnelbehaviour by interlinking component-wise, the interactions between psychological empowerment components and job satisfaction and organizational commitment components. A knowledge on this inner process would provide indications to behaviour scientists and the HR practitioners on enhancing the use of psychological empowerment as a tool to strengthen positive work place behaviour.

*Keywords: Psychological Empowerment, Job Satisfaction, Organizational Commitment, Healthcare Professionals*

# **A STUDY OF BUYING BEHAVIOR ON SECURITY SURVEILLANCE SYSTEM**

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## **ABSTRACT**

### **Purpose**

The popularity of security cameras have increased in the last decade and due to the advancement of technology and its need is becoming more and more important due to the increasing crime and theft. The installation of surveillance systems gives home owners and business owners a peace of mind. Though organisations have adopted ICT, very few have adopted any security technologies to secure their infrastructures. Its crucial for the manufacturers to understand the real customer needs with respect to high technology oriented product offers. Thus this study has focused on the customer buying behaviour towards security surveillance system. The factors which are influenced towards buying the camera with special preference towards the technological factors are generally considered towards buying a security surveillance camera. This research is based on Technology Acceptance Model proposed by Bagozzi, R.P in 2007. The study has included various factors that influence the purchase decision and adoption of new technology i.e. setting up security surveillance systems across different types of customers in the city of Coimbatore in South India. The potential institutional buyers that include Schools, Colleges, Construction Contractors, Restaurants and Showrooms were identified which is the population. In this study the researchers have basically focused on the Safety factor of CCTV camera and the influencing parameter for purchasing of CCTV camera. To analyze all the data, different techniques has been used like Percentage Analysis, one-way ANOVA, chi-square test, Correlation and Exploratory factor analysis. IBM SPSS software package has been employed for statistical analysis.

## **RESEARCH APPROACH**

The study is a descriptive research which collected data from the past happening without manipulating or intervening in the study environment. The current status of use and awareness of the security surveillance systems were studied with the identified parameters as it existed. The survey was done in randomly chosen areas from Coimbatore – Tirupur Composite Districts. The survey was done with the institutional buyers with purposive sampling that covered Pollachi, Tirupur, Mettupalayam and Coimbatore city. The proprietors of the institutions or the in-charge of purchase department in organizations and institutes that included schools, colleges, hospitals, construction buildings, office buildings, shopping complexes, etc. formed the population.

The researchers devised a questionnaire based on the literature survey. The scales were framed and fine-tuned keeping the objectives of research in mind. The scales developed were checked through a pilot survey before the start of the main survey for its reliability. The Cronbach alpha value is 0.712 and thus the scales developed are reliable.

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
<b>.712</b>	<b>22</b>

The researchers enumerated the data from the respondents using the questionnaire method that collected primary data. Around 300 respondents were chosen. A purposive sample of 300 institutions, builders, restaurants and showrooms in Coimbatore district was selected and a primary data was collected through direct filling of questionnaire by the respondents. The sampling method used was non-probability sampling method. The technique used in this research was purposive sampling. For this study, the data collection was done by with the intention of the respondent being a prospective buyer. The elements in the sample included educational institutions, hotels, showrooms and builders in and around Coimbatore and Tirupur Cities. A Structured questionnaire was designed and using that questionnaire data was collected from the respondents.

## Findings

Hikvision is the Brand which was mostly used by the customers. Next to that CP Plus and Doha Comes in to 2<sup>nd</sup> and 3<sup>rd</sup> position. It is evident from the analysis that camera resolution is the most influencing parameter while purchasing the surveillance camera. Next to the Brand, Price was the influencing parameter towards purchasing the camera. The usefulness of AHD system is normally distributed. Hence the Average customer rating is 3. The usefulness of IP system is more than the AHD type system since the most of the customer rated 4 and 5. The Influencing Parameter and expectation towards the memory capacity of the camera are dependent on Sector in which the company operates. It was also found that the expectation towards the life cycle of the camera and expectation toward the price of the camera are also dependent on sector in which the Company operates. Correlation Analysis has revealed that preference on the power saving variable is not associated with the preference on innovativeness of the product. There is positive correlation between the Safety factor and the Crime reduction factor. The customers those who feel safe and protected are also feel crime can be reduced.

## Value

There is positive correlation between warrantee factor and the established integrator. The customer prefers to buying from established integrator are also preferring warrantee feature of the product. There are always general expectations from the clients which is common irrespective of the industry type.

*Keywords: Buying behavior, Consumer preference, Purchase behavior, Security Surveillance system*

# **WORK ENGAGEMENT**

## **A CROSS SECTIONAL STUDY OF EMPLOYEES IN THE HEALTHCARESECTOR**

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### **Purpose**

Health care employees are subjected to high level of work stress. Higher levels of work engagement may contribute to workplaces where employees become more productive, committed and creative and, in the long run, will prevent the development of stress. This study is an attempt to contribute in the area of Work Engagement among health care employees with special reference to doctors and nurses.

### **Methodology**

The present cross-sectional study investigated the experience of hospital employees (n= 372) across 20 hospitals in Bangalore, India. Doctors and nurses working in corporate, government, private and trust hospitals were administered UWES questionnaire. Judgmental sampling method was adopted.

### **Findings**

The study showed that level of Work Engagement was higher among doctors as compared to nurses. The results displayed statistically significant difference on doctor's work engagement levels across genders. The detailed findings have been discussed in the full length paper.

### **Research limitations**

The primary limitation of this study is the self-report by the employees. So there are chances for biases in the reports.

### **Implications**

Line managers should focus towards developing work environments that are more conducive to work engagement and less conducive to burnout. Organizations should take the initiative towards helping employees reduce stress, resulting in an increase in work performance levels, engagement as well as turnover.

### **Originality/value**

To the best of researcher's knowledge, this research is the first attempt in India, especially in the healthcare sector to develop an understanding of work engagement among doctors and nurses.

*Keywords: Work Engagements, Vigor, Dedication, Absorption, Doctors, Nurses.*

# Comparative Study of Work Place Attitude in Government and Private Teaching Sector

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## Abstract

Work place attitude is the behaviour of employee. Employee's attitude defines a lot of factors about the organization which leads to organization's growth and employee's satisfaction. Today work environment has changed a lot due to globalization and improved technologies which creates new opportunities for employees every time. Work place attitude includes the job attitude, organizational commitment, organizational effectiveness, openness, trust and Job satisfaction, which refers to the attitudes and feelings people have about their work. Teacher's work place attitude has been found one of the very important variables related to positive teaching behaviour which is required to satisfy the students. The present study is conducted to investigate a comparative study of work place attitude in government and private teaching sector. This research was based on 360 employees belonging to government and private teaching sector including professors, associate professors, assistant professors, PGT, TGT and primary teachers from different organizations of Uttar Pradesh. Data analysis was conducted through t-test, F-test, correlation and regression, which showed that there is significance difference between teacher's attitude in government and private schools.

## FINDINGS

Work place attitude is directly dependent on the factors illustrated above. A comparison study has been made on the basis of survey of private and government teachers and maximum percentage difference has been found in the work load of Government and Private Teachers due to which the Attitude differs. Job Security is another factor that has great percentage difference in value that creates a feeling of anxiety and fear of losing their job among employees of private sector. Disgraceful salary of highly qualified employees is the third factor that has great difference in percentage value and it creates a discomfort for employee resulting in affecting the positive attitude of employee at work. Work clarity and performance is another factor that has a lot of difference percentage in their values. hence, affecting the work place attitude.

*Keywords: Work place attitude, Job Satisfaction, Organizational Effectiveness, Openness, Work Clarity.*

# **A Snapshot of the Influence of Positive Psychological Capital on Academic Performance among Post-Graduate Business Management Students**

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## **ABSTRACT**

### **Purpose**

- To assess individual PsyCap and individual perception of PsyCap of the group of Indian students pursuing their post-graduation in Business Management.
- To empirically validate the relationships between academic performance, perceived group PsyCap and individual PsyCap of Indian students pursuing their post-graduation in Business Management.

### **Design**

Descriptive Analytical method was used to explore the impact of academic performance on PsyCap and perceived group PsyCap. Sample consisted of two hundred and five students pursuing their second year of Post-graduation in Business Management in a leading B-School in Tamil Nadu. They completed a survey that measured individual PsyCap and the perception of PsyCap of the group and they stated their grade point average (GPA). Structural equation modeling (SEM) was used to test the proposed relationships. The fit indices showed that the hypothesized model had a reasonably adequate fit to the data.

### **Findings**

The results specify the predictive relationship between PsyCap and GPA. It contributes to theory and practice of Psychological capital which is a fairly new and emerging concept in the field of positive organizational behavior (POB).

### **Value**

PsyCap and academic success research is nascent. The development of PsyCap among business school students could possibly be converted to unique proposition of competitive advantage for placement and for forth coming career accomplishments. PsyCap enhancement can help persons overcome impediments to academic achievement.

**Keywords:** *Psychological Capital, Group Psychological Capital.*