

Employer Branding to Leverage Employee Retention through Sequential Mediation Model: Evidence from Indian IT Industry

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Purpose: The paper aims to extend employer branding research by investigating the role of job satisfaction and organizational identification as predictors of employee retention and their mediating role in the relationship between employer branding and employee retention. The researchers have enriched social identity and social exchange theory as theoretical paradigm, examining antecedents of employee retention. The study has extended the foregoing direct or simple mediation models by integrating social identity theory and job satisfaction in a sequential mediation model.

Research Methodology/Design: A cross-sectional survey is utilized to gather data from 352 employees working in the top Indian IT organizations. Hypotheses were tested and analysed utilizing SPSS PROCESS Macro.

Major Findings: The results reveal that employer branding is positively related to job satisfaction, organizational identification, and employee retention. The analysis provides support for the mediating effects on employee retention of employer branding, through job satisfaction and organizational identification. In addition, results also provide support for the serial mediation model, where employer branding was found to exercise its influence on employee retention via job satisfaction and organizational identification in a sequential manner. The findings connote that the enhanced positive identity

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Editors

Dr. Ravi Kathuria

Professor

James L and Lynne P Doti Chair in Operations Management
Argyros School of Business and Economics,
Chapman University, USA

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PREFACE

The world around us is incessantly changing and for the business to remain relevant and profitable, it has to necessarily adapt in order to meet the new realities. Innovations help organizations survive and thrive, keep them relevant and differentiate themselves from other players in the industry. The common factor that make the organizations truly stand out from others as leaders within their industries, is they embrace innovation. With the rapid advances in technology, organizations are now facing escalating competition and imprecise opportunities. Innovations in management can create potent advantages to the innovating company and bring dramatic shifts in the competitive position of the company and a significant move in industry leadership. During the past few decades, a noteworthy phenomenon was that management innovations have enabled companies to cross novel performance thresholds. Irrespective of the industry, an organization cannot expect to sustain a competitive edge if innovation is not an integral part of the overall business strategy. Assisting business organizations to gain competitive advantage through managerial innovations and developing new business models has become a vital issue for academicians, researchers and practitioners. As a backdrop to this, Chapman University of California, Howard University of Washington, D.C., and National Institute of Technology Warangal of India are jointly organizing the Global Conference on Innovations in Management and Business (GCIMB 2021).

Innovation has been a loyal companion to mankind since the dawn of creation. The current

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Track: Business Analytics

Do Managers Trust Algorithms for High-Stakes Decisions? A Machine Learning Decision Support Tool for Estimating Delays in Multi-Million Dollar Loans

Jonathan Hersh, *Chapman University, California, USA*

While predictive analytics are well integrated into information systems for decision support, applications are typically limited to predicting events that are relatively frequent, and the cost of an individual false positive may be inconsequential. Managers may be reluctant to trust algorithms that predict events that involve higher stakes. In this paper we ask whether managers trust algorithmic decision tools to predict consequential events. We partner with a large multi-lateral development bank to build a predictive modelling tool that predicts whether a loan will be late in its final disbursement. The size of these loans is substantial, with the average being over \$50m USD. We incorporate measures of local and global model interpretability to see if these improve trust for the algorithms. We build a dashboard to communicate these predictions and survey 87 managers to see if the tool results in changes in stated beliefs on a project's expected delay. We find after viewing the tool most managers do not update their beliefs, with 81% failing to do so. We conclude with suggestions for improving the model and survey to ascertain how managers use algorithms for higher-stakes decisions.

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to predict delays in the execution of large loans given by the bank. The bank under question disbursed between \$10 billion and \$20 billion USD in loans in 2018, with the average loan size of \$67M. The major of these loans (78%) encounters a delay between estimated disbursement and final disbursement, with the average delay being 14 months. The bank shared with us data on almost 1,500 historical and current loans, and invited us to build a decision support system to predict loan delays to be used by managers during their yearly planning phase. We build a random forest model to predict the expected months a project will be delayed. To encourage managerial trust,

we augment the predictions with several levels of information in addition to the point estimates. We include 1) prediction confidence intervals, 2) global model interpretability, and 3) local model interpretability.

We find that our machine learning model can predict a project's delay with reasonable accuracy. On average we estimate models for predicting delays in execution that are accurate to within half a year. These models improve the closer to the project execution data, implying that tracking of information during the project's pipeline will increase delay forecast accuracy. To determine how managers respond to this decision support tool, we embed our prediction estimates into a dashboard. We survey 87 managers on their use of the tool, asking them their expected months of delay for their project before and after exposing them to the expected delays for projects under their management. We find that managers, as a whole, are well-calibrated to the actual months of delay for projects. However, we find that managers do not appear to update their expected delay estimates after viewing the prediction tool. We conclude with some suggestions for why managers seem reluctant to trust the tool and how we may encourage more to trust decision support tools for large-

Detection of Birth Asphyxia from Cardiotocography data using Machine learning methods

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Background: Fetal Asphyxia is one of the major causes of infant mortality (nearly 20%) in India, and is caused by complications during labour. Those children who survive also may suffer from permanent mental disability. Since 1960's, Cardiotocography (CTG) is the method in use to detect fetal asphyxia by measuring fetal heartbeat and uterine contractions during labour.

Objective: The objective of this study is to evaluate the performance of machine learning techniques in classifying CTG data into the normal, suspect and pathological categories to identify the cases in which the fetus is in a state of risk.

Data and Methods: The dataset obtained from the UCI Machine Learning Repository contains the CTG readings of 2126 pregnant women. The data has been classified by three eminent gynaecologists into the normal, suspect and pathological categories. A normal category signifies that the fetus is safe and can wait for the natural delivery. In the case of the suspect and the pathological categories, the doctors may perform a C-section delivery in order to save the fetus. The data has 1655 rows of the normal category (77%), 295 of suspect (13.8%) and 176 rows for the pathological category (8.2%).

Performance of Investment Avenues- An In-depth Analysis

Using Various Measures

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Shravani, *VSKU Ballari, Karnataka, India*

Investment benefits both the economy and the society. It is an outgrowth of economic development and the maturation of modern capitalism. In this current scenario, Investment plays a vital role in one's life.

Investment avenues selected for the study are Mutual Fund (Axis Midcap Fund Growth), HDFC Gold Exchange Traded Fund (HDGO), Infosys Ltd ADR (INFY), BSE Sensex, Gold, Silver, US Dollar, Crude Oil, Government Bonds Index. Objectives of the study are to evaluate the performance of selected alternative investments using performance analytical measures and to study the investors' preferences towards the investment based on ranks. The study is based on empirical research relying on secondary data. Major sources of the data are from official websites. Descriptive and inferential statistics have been used. The secondary data has been collected for a period of ten years from March 2011 to March 2021. For this present study, researcher has considered 3.865% risk free rate (364day T-bills), 5.5% minimum acceptable return (1 year term deposit rate) and benchmark return as BSE Sensex. The data has been tabulated, analysed and interpreted to elicit meaningful conclusion. Performance analytics package building under R version 4.0.3 has been used.

Mutual Fund secures the first rank in Risk Measures, Relative Risk, Drawdown and

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Factors determining the Adoption of Mobile Wallet Technology at Rural Market

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Over the past few years, the demand for the Mobile wallet (MW) technology is growing in India. Research studies have been done on adoption of MW technology by urban customers. And these studies were focused on Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) to study the adoption of MW technology. However, the studies on customer behaviour revealed that perception of urban customer is different from rural customer in the usage of product/service/technology. So, this study is aimed to focus on this gap and made an attempt to determine the factors determining the adoption of mobile wallet technology at rural market. Technology role in usage of mobile wallets at rural market was found by using factor analysis. This study identified five factors as compatibility, efficiency, risk, convenience and secure. The highest influencing factor among the five is compatibility.

Keywords: Mobile Wallets; Technology; Rural Market; Customer; Usage

Eliciting Blockchain Adoption challenges in Indian Healthcare Ecosystem: A Value-Focussed Thinking based Text Analytics

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Purpose: Indian Healthcare ecosystem is a complex and evolving landscape with multitude of stakeholders and their variety of requirements (Shukla et al., 2020). However, it is posed with multiple challenges of trust, transparency, intermediaries, cost fluctuations, counterfeit drugs, low quality health services etc. Blockchain Technology which is an innovation in the paradigm of establishing trust, transparency and traceability in the host systems (Parekh et al., 2020; Pawar et al., 2020) is a key source of overcoming these challenges of Indian healthcare ecosystem. However, Blockchain adoption in such large-scale systems itself is a challenge and needs to be investigated before a policy level decision on its adoption strategy. We explore the aspect of identify these challenges using text analytics from the stakeholder centric data collected through Value Focussed Thinking (Keeney, 1992).

Research Methodology/Design: The research approach is two phased in this case. In phase 1, we identify a set of key stakeholders in the Indian healthcare ecosystem and elicit their requirements and challenges using Value Focussed Thinking framework (Keeney, 2009) in terms of identifying thresholds for adoption of Blockchain Technology. In phase 2, this textual data is exposed to text analytics-based techniques viz. word count, word cloud, sentiment analysis and topic analysis to better

Track: Crisis Management

The Role of Emotion Regulation for Organizational Resilience: A Biographical Analysis of an Elite Paratrooper Unit in the Second World War

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In our paper we examine the role of emotions for organizational resilience during extreme context. In situations when organizations have to cope with adversity it is commonly acknowledged that emotions on the side of organizational members come in play. However, little is known how detrimental emotions are regulated in such adverse contexts in order to carry out necessary actions for the organization. Through an in-depth biographical study of an elite paratrooper unit that served during the Second World War we explore how these emotion regulations take place on a collective level. In total, we analyse more than 4500 pages of biographies

analyse more than 4500 pages of biographies.

Our analysis suggests that three regulating behaviors are particularly important, name “situational relativization”, “role modelling”, and “compassion”. The use of the behaviors enables organizational members to downregulate “negative” emotions order to maintain functioning. This does not imply that “positive” emotions w necessarily emerge as a result or that all “negative” emotions will disappear, but rath that it is essential for organizational members to contain negativity in the face of fear maintain functioning, i.e., demonstrate resilience. Next, we find that this emotio regulating behaviors are facilitated by two preconditions namely “shared identity” or

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Benevolent Approach: The Theory ‘Z’ of Motivation Probably Pretermitted by Douglas McGregor [An ‘apropos style’ of motivation necessitated (esp. among bureaucrats in India) as a result of COVID]

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impetus to work under these trying circumstances. This has given rise to a new sty of motivational/management 0theory i.e., the ‘Benevolent Approach’.

Benevolent Approach defined:

Benevolent theory/approach of motivation can be defined as ‘*the exhibition utmost sensitivitu in Reaching Reading and Redressing the concerns of people i.e. ti*

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Mental time travelling episodes appeared in more instances than expected, be it for the main decision or its operationalization, to spontaneously accept or reject propositions.

Research Implications: The results point to the need for further research on the embodied

aspects of crisis leadership and a better account of followers. Temporality seems to be crucial and linked to practical wisdom when it comes to tough choices.

Keywords: crisis, leadership, aesthetics, embodiment, emotions, sensibility, reflexivity, practical wisdom

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Digital Transformation of Home-Based Women Artisans during COVID-19 Pandemic in the Thar Desert of Rajasthan

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Nikhil Rai, *Central University of Rajasthan, India*

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panchayat level or on a cluster level so that beyond pandemic some of the processes production and integration like designing, quality check, etc. can be done digitally.

Keywords: Digital Transformation, Women Home-based Crafts Artisans, Rural Businesses, COVID-19 Pandemic, Thar Desert

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Role of Digitalization Effect on Economic Growth- A Study

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The present study focused on the role of digitalization in economic growth. To estimate Digitalization, the study attempted to create a banking technology index that would serve as a proxy for Digitalization from 2012-13 to 2019-20. The study used four economic indicators namely GDP, Inflation, Index of Industrial Production and Interest rates. The study states that short run association exists between the repo rate and digitalization, while remaining economic indicators like GDP, Inflation, IIP have long run association between them and digitalization growth. It states from the finding of OLS that GDP and Index of Industrial Production is positively impacted by digitalization growth. Furthermore, it predicts that the digitalization growth has significant impact on Economic growth and states that digitalization has the potential to boost productivity, create new jobs, and enhance the quality of life for society at large.

Keywords: Digitalization, GDP, Inflation, Index of Industrial Production and Interest rates

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Objective and Purpose: The basic aim of the paper is to analyse the issues and challenges associated with women entrepreneurship. The objective is to build women entrepreneurship abilities that shape social behaviour.

Research Methodology: The detail study will be done to analyse the existing literature published in journals, government websites and reports published. A strategic framework will create to develop a successful model for growth and development women entrepreneurship.

Keywords: Creativity, Women Entrepreneurship, Innovative Business, Social Behaviour

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Survival of Indian MSMEs During the Pandemic

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M. Pratima, *Gitam Institute of Management, Visakhapatnam, India*

The year 2020 has affected the world with the adverse effects of the Pandemic Covid-19 bringing the economic activities to a near standstill. Major victims to this pandemic are Micro, Small and Medium sized enterprises (MSME). India has been hit very hard due to this pandemic. The MSME sector which is considered to be the income generating and

thus pandemic. The MSME sector which is considered to be the income generator and a largest employment providing sector of India has been badly hit during the times of the Pandemic. Prior to the pandemic, Micro, Small and Medium sized enterprises (MSME) contributions to the GDP are considered to be more than 30%. The economic growth of the country has come down very drastically after the hit of the pandemic. With the continuous support and encouragement given by the Government the Micro, Small and Medium sized enterprises (MSMEs) are trying to survive and bring the economy back to normal. Still the second wave has hit the economy badly with the conditions worsening more than the first wave. Keeping in view these situations the Micro, Small and Medium sized enterprises (MSMEs) have planned their survival embracing the new technological implementations.

Purpose: The main purpose of the study is to examine the problems faced by the Indian Micro, Small and Medium sized enterprises (MSMEs) amidst the pandemic and the measures taken by the Government.

TITLE: *Chronic inflammation and its role in the pathogenesis of Alzheimer's disease*

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Adoption of digital means of sales by the Micro, Small and Medium sized enterprises (MSMEs) has earned more turnover as per the survey conducted by Credit Rating Information Services of India Limited (CRISIL). The finding of the agency is that 60% the Micro, Small and Medium sized enterprises (MSMEs) have shifted their selling digital platforms to survive during the pandemic. Most of the textile industries, gems and jewellery has embraced online selling platform.

Research Implications: The outbreak of the pandemic has created very unhealthy situations for the survival of Micro, Small and Medium sized enterprises (MSMEs). But with the support of Government and Financial Institutions, Micro, Small and Medium sized enterprises (MSMEs) tried to survive the pandemic created economic depression. Considering the role of Micro, Small and Medium sized enterprises (MSMEs) in the economic development and the contribution to exports of India, the Government has implemented various policies and schemes for the revival of the Micro, Small and Medium sized enterprises (MSMEs). Also by adapting digital marketing the Micro, Small and Medium sized enterprises (MSMEs) has captured the market and survived the distress situation created due to the pandemic.

Keywords: Pandemic, MSMEs, Survival, Policies.

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Entrepreneurship Education and Entrepreneurial Intentions in India: Does Gender Really Play a Role?

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Deepak Pandit, *BML Munjal University Sidhrawali, Gurugram, India*

Mahesh P Joshi, *George Mason University, USA*

Archana Choudhary, *Birla Global University, Gothapatna, India*

Purpose: The presence of women in the workforce and the global economy is increasing exponentially. However, major differences between the two genders are still evident in several aspects of the economy. Notably, when it comes to startup businesses and entrepreneurship, there is a lower percentage of women's participation as compared to men. Various studies into this disparity have been conducted across many countries. However, studies focused on the Indian context are scarce. Recent initiatives for women's equality in India have led to several government policies and initiatives, such as "Star Up India," "Beti Bachao (Save the girl child)" and "Beti Padhao (Educate the girl child)". Besides, several studies have independently concluded that males and females exhibit different characteristics with respect to entrepreneurial intention. Since women have historically not received the same entrepreneurial opportunities as men, our objective is to understand the relationship between Gender, Entrepreneurial Education, and Entrepreneurial Intention in the Indian context. Using extensive literature review from studies across the globe, we propose that Entrepreneurship Education (EE) and Entrepreneurial Intentions (EI) are positively related and that Female Gender will attenuate this relationship.

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undertake fewer entrepreneurial activities after their college education due to social and economic constraints. Besides, entrepreneurship education needs a more detailed curriculum to help students explore entrepreneurial opportunities better.

Keywords: Entrepreneurial Intention, Entrepreneurial Education, Gender, Risk Taking, Opportunity Exploitation, Perseverance, Career Preparedness, India

Determinants of Firm's Innovation in India: An Empirical Evidence from Enterprise Survey

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Innovation is extremely important in developing nations like India as high FDI inflow are creating immense new challenges before industries. During the last two decades researchers have identified a comprehensive group of firm-specific factors that affects firm's innovation activities across the world. Although, the studies in the Indian context had not given attention to the broad set of explanatory variables that influences product innovation and process innovation in Indian firms. This paper is empirically investigating the firm-level determinants of a firm's product innovation and process innovation by using the cross-sectional dataset obtained from the World Bank Enterprise Surveys for 9281 Indian firms. To prevent outliers from biasing the findings, firms that refuse to respond for some items or do not know, having missing data were excluded from the sample, leaving 8595 firms for the final analysis. Also, the final sample firms were further segregated into three industries namely manufacturing, retail, and service for industry-wise analysis. We have included a broad set of explanatory variables to investigate the effects on firm's innovation activity. The data was analyzed by employing probit regression using Stata software. The analysis shows that firms are more engaged in process innovations as compared to product innovation. Our baseline models show statistically significant results for all the independent variables except for the variable limit of credit in the case of product innovation only. Specifically, analysis indicates that firms engaged in the R&D activity are highly engaged in both types of innovation activity. Also,

Finally, mature firms should be incentivized and provided with the appropriate ecosystem to be involved in innovation activity.

Keywords: Innovation Determinants, Product and Process Innovation, Probit Regression, India, World Bank Enterprise Survey

Gauging the Impact of Digital Financial Literacy on MSME Firms' Performance in India

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Micro, Small and Medium Enterprises (MSMEs) are the backbone of all developing economies as they are playing a vital role in driving economic activity and employment generation. With respect to Indian Economy, the total number of MSMEs account for around 65 million and producing more than 6000 products in different sectors. MSME sector contribution to India's GDP is 30% and nearly half of the country's exports are generated from this sector. This sector is generating nearly 117 million employment opportunities in the country.

Despite being the backbone of our country's economy, MSMEs are facing the challenges that come from traditional practices adopted in borrowing the funds, intense competition, ever-demanding customer preferences and lack of digital presence which are added problems for their growth. Under these circumstances, if small and medium enterprises wish to succeed in their business, they must adopt the latest digital tools and technology which can promote easy access to finance, marketing their products globally that in turn strengthen their physical and financial performance. Digital Financial Literacy is the need of the hour for MSMEs to expand and grow their business in Domestic

"Digital Saksham" program to create awareness and educate more than three lakh MSMEs to adopt digital tools to improve their firms' performance. Enabling the MSMEs to adopt and participate more actively in the digital transformation is essential for boosting the economic growth and delivering a more inclusive globalization.

Keywords: Digital Literacy, Financial Literacy, Firm Performance, Alternative Financial Options, Digital Transformation, MSMEs.

Creating Corporate Entrepreneurship: The Need for a New Paradigm

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This paper attempts to highlight the importance of entrepreneurship development as a “critical resource” for achieving sustainable economic growth of the country. Several factors go into the making of an Entrepreneur. Individuals who initiate, establish, maintain, and expand new enterprise constitute the entrepreneurial class. It is a myth that entrepreneurs are born. Entrepreneurs can be developed by planned training to develop the desired attitudes which are identified to be present in a person to become an entrepreneur. Entrepreneurial development is a complex phenomenon. From SME to corporate entrepreneurship depends on the productive activity undertaken by him and a constant endeavour to sustain and improve it. An entrepreneur is one of the important segments of economic growth. In fact, he is a person responsible for setting up a business or an enterprise; He has the initiative skill of innovation and who looks for high achievements. He is a catalyst of development with him we prosper, without him, we are poor.

The research shows that they are confident, wanted to be independent, achieve something in life and wished to utilize their skills, creativity and their education qualifications productively. Their vision in selecting their present line of enterprise

Analysis of Factors Affecting Sustainable Entrepreneurship

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Purpose: This paper aims to develop strategy and policy suggestion for encouraging the sustainable entrepreneurship by analysing the variables that affect entrepreneurship and contribute to sustainable entrepreneurship literature by adopting holistic approach analysis of entrepreneurship variable. The paper also tries to analyze the barrier and motivational factor that influence entrepreneur in its transition towards sustainability. It is observed that not only the large business but also entrepreneur play great role in solving environmental problem and sustainability.

Methodology: A hybrid model composed of Delphi and fuzzy DEMATEL (Decision Making Trial and Evaluation Laboratory) method were used to gather and analyze the sustainable entrepreneurship variables. These variables are analyzed and ranked, and their causal relationship were mapped.

Result: The study identifies the seven influencing factors which may help entrepreneur in decision making. The result obtained from the model may help as a reference for the entrepreneur aiming to increase their growth and competitiveness.

Managerial Implication: The study will bring clarity regarding the sustainable entrepreneurship practices. Entrepreneur may also find that a focus on these factors will

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Awareness on Government Schemes to Encourage Women Entrepreneurs in Telangana State

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Vijaya Lakshmi Pothuraju, *CMR College of Engineering & Technology, India*

Purpose: The purpose of this study is to analyse the awareness level of young women entrepreneurs in Telangana State towards Government schemes to uplift women entrepreneurs which allows quantitative references of women's opinions.

Design/methodology/approach: Government schemes of eight familiar and useful were considered to empower entrepreneurship among women who were already started SMEs and interacted with them to know the awareness levels on schemes from all the sectors.

Findings: The government must place a strong focus on the development of training opportunities for female entrepreneurs. From time to time, training programmes for women entrepreneurs should be held with a focus on the generation of money, the administration of business operations, the development of new products, and marketing.

Practical Implications: To encourage unregistered women entrepreneurs to register their businesses, an environment must be established in which they may get government help as well as financial aid from banks. The moral support of family members is very essential for the growth of women entrepreneurs.

The Culture of Innovation

Sandra Comas, *Brown University and IE Business School, Connecticut, USA*

Each organization that seeks to make a unique contribution, good and great, creates its own society with social pacts and cultures. We live in a time, historical, in which the social pacts and cultures are redefined. What we expect of each other in our companies and what communities expect of our companies, is experiencing dynamic change due to a pandemic of health and the acceleration of human technologies.

Why does this matter? In the time of the Great Plague in the fourteenth century, about half of Europe died. The impact changed the social contract between feudal owner and worker. The worker, in short supply due to the death of so many, could now command a wage and generate competition for labor. When the printing press was invented, a few books were the first to be printed. Among them were Ptolemy's maps, Marco Polo's Travels, the Gutenberg Bible. The steady increase in accessibility to knowledge gave a greater expanse to discussion among people in different places. A cultural change occurred that permeated the arts and moved the world to reshape its connections. There was change in the map of religions and a redrawing of Ptolemy's maps. Voyages of exploration added to knowledge and exchange in the world. The "social contracts" in which people lived and worked were opened to question, notably in a work by Jean Jacques Rousseau.

In this paper, I ask the questions: 1) What is the social contract for innovation? 2) How

communication. Today, a pandemic occurs as a remarkable advance in human technology races forward. This is the foundational context of a new culture of innovation.

Impact of Krishi Vigyan Kendra's Vocational Training Programme on Rural Youth's Self Employment: Literature Review

Bhawana Rathore, *Manipal University, Jaipur, India*

India has been predominantly a rural country with two thirds of its population still residing in rural areas. India's 70% workforce belongs to rural areas. It is said that three fourths of India lives in her villages. The rural economy of India has continuously been supporting and contributing to the economy of India. Thus, the rural economy of India is backbone of the Indian economy. India is predicted to be a rural country in the time to come as its 50% population is projected to be residing in the rural areas even by the year 2050.

The Krishi Vigyan Kendra is mainly concerned with imparting need based and vocational training to the farmers, farm women, and rural youth. Here the attempts will be made to assess the impact of vocational training programmes on self-employment of rural youth. The prime aim of the research is to study the overall adoption status of various practices imparted during various vocational training programmes organized by Krishi Vigyan Kendra. The findings of the study will throw light on the impact of the training in terms of Enterprise establishment by the rural youth. The study will also explore the reasons for adoption and non-adoption and Discontinuance of each practice imparted under various vocational training courses. Findings of the study will serve as feedback for the administrators, and Trainers of KVK to rectify the weakness and shortcomings in planning and organization of future training programmes.

Challenges of Social Entrepreneurship: Entrepreneurs Hesitance Towards Social Entrepreneurship

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D.M.T.P. Dassanayake, *University of Sri Jayewardenepura, Sri Lanka*

In a world that faces many social challenges governments, institutions, non-profitable organizations are powerless in articulating a solution that is sustainable (Sassmannshausen & Volkmann, 2013), the role of social entrepreneurship is substantial.

where it simply means identifying social problems and resolving them through incorporating innovative solutions. The main purpose of the study is to appraise whether corporate entrepreneurs disincline to move towards social entrepreneurship in the Sri Lankan context.

The developed research problems focus on difference between corporate and social entrepreneurship, the role of the government in motivating social entrepreneurship, the institutions established in Sri Lanka to support social entrepreneurship, and the ways to evolve social entrepreneurs. For this quantitative research, the primary data was gathered from Sri Lankan entrepreneurs (either corporate or social) through structured questionnaires using stratified sampling technique and secondary data was gathered from scholarly articles and websites.

The findings are based on a sample of 119 participants, the majority are 20-30 years old.

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Track: Financial Management and Investment

Does Beauty Matter in Mutual Fund Performance?

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Xun Xiong, *Hunan University, China*

Purpose: This study aims to examine whether beauty premium also exists among fund managers. We define the better performance of attractive managers as "beauty premium".

Research Methodology/Design: In our study, we invite 50 raters to access the beauty of the 2,350 unique fund managers in a scale from one to ten in our sample. We then standardize scores from each rater, and then calculate the mean scores as the adjusted beauty scores after excluding the highest and the lowest standardized scores.

Major Findings: For the team-managed mutual funds from January 2005 to June 2020, an equal-weighted portfolio of funds managed by the most attractive managers earns more in abnormal returns than the portfolio of funds managed by the least attractive managers does. The difference is as large as 4.2% per annum under the Carhart (1997) four-factor model. For the solo-managed funds, however, we do not detect a significant discrepancy between the portfolios managed by the most attractive managers and by the least attractive managers. This finding is consistent when we use regression analysis controlling other well-documented personal characteristics and fund characteristics. We also find consistently that among team-managed funds, the beauty increase of funds due to the managers' appointments significantly results in future performance promotions.

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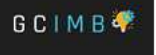
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Research Implications: Our results reflect other agents' preference on attractive fund managers and commonly hold positive beliefs on managers' attractiveness. These findings raise the awareness that investors and employees should treat fund managers more fairly.

rationally and fairly, no matter how good-looking they are. Thus, we call for improved fund information disclosure policies and fund managers performance appraisal system

Keywords: physical attractiveness, fund managers, information advantage

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A Study on Investor Behavior towards various Stock Market, Mutual funds and Commodity Market

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Nowadays, the field of investment is becoming dynamic than olden days. Global and domestic factors are growing rapidly that will affect the values of specific Investment (assets). The number investment alternatives or avenues have been increasing due to the changes in Global conditions. To become successful, Investor has to keep large amount of savings in diversified portfolio and Invest wisely. Risk and return are the two sides of Investment, so one should try to analyze how much risk intended to take and how much return intended to generate. While making Investment decisions investor must have enough financial knowledge. Among the various investment options, investing in stock market, mutual fund market and commodities can be important alternatives to diversify a portfolio beyond traditional securities. Many of the investors are still not in favor of investing in stock market, mutual fund market and commodities market.

The main objectives of the present study to analyze the investor's investment objectives, identifying the various factors influencing investment decisions, and analyze the relationship between demographical factors (such as age, Sex, Education, Income level) and Investment alternative. The Current study examines the Investor awareness and perception towards Stock market, mutual fund market and Commodity market. Descriptive research design is selected to study. Using a convenience sampling approach, a total of 90 customers were in selected areas of Karimnagar district.

Does Mood Take the Front Seat in Determining the Financial Risk Taking Propensity of Individuals? Evidence from India

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Gopalakrishna B.V., *National Institute of Technology Karnataka, Surathkal, India*

Purpose: The study aims to assess the impact of positive and negative mood states on the propensity to take financial risks by individuals in India. In addition, the researchers analyse whether this impact is more pronounced among males or females.

Research Design: The study adopted a cross-sectional survey-based approach for soliciting responses using a non-probability sampling technique. The sample consists of 782 individuals belonging to different age categories with varying education qualifications and occupations. The widely accepted positive affect negative affect schedule (PANAS) was used for measuring the self-reported mood states of the individuals. Data analysis was carried out using IBM SPSS (Version 20) and AMOS (Version 21) software. Structural equation modelling (SEM) was implemented for hypothesis testing.

Major Findings: Structural equation modelling (SEM) revealed that both the positive and negative mood states had a significant impact on the financial risk-taking propensity of individuals. A positive mood state was associated with an aversion to taking risks while a negative mood state increased the propensity to take financial risk. The relationship between mood states and financial risk-taking propensity differed across gender and the difference was more pronounced for males.

The Mediating Role of Financial Self-Efficacy between Social Determinants and Personal Finance Behavior of Women within Micro Finance Sector of Sri Lanka

Domingo. D.D.A.S.M., *University of Colombo, Sri Lanka*
Buvanendra. S., *University of Colombo, Sri Lanka*

It was established in a previous study carried out by Domingo D.D.A.S.M and Buvanendra. Yes, in the year 2020 that social determinants involving financial socialization, perceived social support and personal social capital as positively and significantly influencing women's personal finance behavior. The current study acts as an extension to above by bringing in the financial self-efficacy on the relationship between social determinants and personal finance behavior, particularly within the micro finance sector of Sri Lanka.

Study selects the Micro finance sector, especially within the North and East province considering the rough patch it currently experiences. This is mainly due to the ineffective financial management behavior of its clients, who are mostly women that represent

around 84% of the total micro credit borrowings. As the two provinces that are major devastated from the civil war continued for 30 years, these women are identified as facing high degrees of social isolation, lack of social support and networking.

Along with many other financial initiatives to develop financial behavior, a growing interest has now been emerged towards assessing the impact brought in by the

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behavior positively towards managing their money when they are equipped with high level financial self-efficacy and vice versa. Accordingly, the results bear important implications for the development of policies that aim towards improving financial outcomes among women by emphasizing on one's own beliefs about themselves and at the same time to ensuring the survival of the sector.

Keywords: Financial Self-Efficacy, Social Cognitive Theory, Personal Finance Behavior Women, Micro Finance Sector of Sri Lanka

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Volatility and Instability during COVID-19 pandemic – a Case of Indian Capital Markets

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Rishi Kumar, *Birla Institute of Technology and Science Pilani, Hyderabad, India*
C H Yaganti, *Birla Institute of Technology and Science Pilani, Hyderabad, India*

Purpose: The COVID-19 pandemic has had a significant impact on global financial markets and their stability. The highest one-day spike in volatility across major global stock market indices was witnessed in India. On the 24th of March 2020, the Government of India ordered a nationwide lockdown for 21 days. This was extended in 4 phases for

total of 68 days. The restrictions on economic activity and movement were considerable. Following a reduction in the increase in new cases, a phased unlock process was initiated over the next 6 months. This study seeks to analyse market instability through assessment of the predictability of volatility in Indian capital markets considering the case of the NIFTY 100 Index of the National Stock Exchange of India, during the period of lockdown and unlock. Two lines of enquiry are undertaken, the first looks at an application of discrete time models of conditional volatility and compare their accuracy and predictability across the phases of lock down and unlock. The second identifies structural breaks in volatility across the entire period and maps them to real world events.

Research Methodology/Design: Empirical financial volatility modeling is done using secondary data from NSE. Predictive ability across the phases of lockdown and unlock are assessed for all models in the model universe considered. The model universe consists of eight model specifications from the GARCH family and four distribution

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Differential Wealth Impact of Covid-19 on the Industries in the Healthcare Sector

Ashok Margam, *Saint Joseph's University, Philadelphia USA*
Thani Jambulingam, *Saint Joseph's University, Philadelphia USA*

Our study investigated the wealth effects of covid-19 on different healthcare-related industries such as pharmaceuticals, medical devices, distributors, hospitals, health insurers, and pharmacies on selected newsworthy dates in 2020. A team of experts through a consensus approach identified the critical event dates for the study. Leading publicly traded companies in the US were identified for each industry within the healthcare sector. The authors employ a standard event-study methodology and stock volatility analysis for all firms for the dates identified. Hospitals and pharmacies exhibited the highest volatility in the stock performance across the event dates and surprisingly the pharmaceutical industry and health insurers showed the least volatility of abnormal returns. The uncertainty around health care delivery and access to medications played a significant impact on the performance of these industries. The analysis provides some insights that the wealth effects had a differential impact across industries within the healthcare sector.

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Towards an Ecosystem of Operational Supply Chain Finance for MSMEs: An Exploratory Case study on GNA Gears Ltd, India.

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The discipline of supply chain management has long been established and described with structure, coordination and integration of the three flows along the supply chain: material, information and financial flows. Supply chain management can be described as the systemic, strategic coordination of the traditional business functions and the tactical execution across these business functions within a particular firm and across businesses within the supply chain, in order to improve the long-term performance of the individual companies as well as the entire supply chain (Mentzer & al., 2001). Supply Chain Finance can be described as an ecosystem for the interaction of the buyers and suppliers within a supply chain. This ecosystem has slowly been extending for the inclusion of supply chain networks as well, particularly by large Multi-National Corporations. The concept gained significant attention and became critical after the financial crisis of September 2008 and other alternatives of financing, particularly trade credit from suppliers, became more demanding as supply chains were threatened by the lack of liquidity, increased competition reinforced by the ever-increasing globalization and the consequent need for the organizations to maintain their competitive edge. This nature of the study can be defined as the qualitative exploratory study due to the lack of empirical evidence of the SCF application and attitudes among the MSMEs in the Indian business environment. Hence, a multiple case study method has been adopted in light of the emphasis on the

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Evolution of Social Banking in India

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Objective: Banking has a crucial part in the prosperity of developing nations such as India. With the help of the banks, our monetary and financial procedures can flow smoothly as the banks make the process easier. Almost 70% of Indians reside in villages and thus there should be the development of villages if we want the Indian economy to grow. If we want these village areas to develop, we would need banking systems in the areas and they should offer credit at an affordable rate. Village people can take loans from them rather than taking from rich lenders who take advantage of their situation by giving loans at high-interest rates. These interest rates are so high that sometimes people cannot repay them and would rather commit suicide to get rid of it. For tackling this problem, the government has established a working group on rural credit called The Narasimhan Committee. Regional rural banks were formed based on the suggestions of the Narasimhan committee and their primary purpose is to bring growth in areas such as trade, industry, agriculture, commerce and productive activities in villages, especially in places with no banking facilities. The purpose is to give inexpensive institutional credit to these people. The study here emphasizes that the banking system is needed in the rural areas and the banking system plays a crucial part in the growth of these areas. There are discussions of the issues that regional rural banks face in our country along with the recommendations of the solutions. The primary purpose is the evaluation of the current

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environment is needed so the agricultural sector is given priority just like the other sectors. If current schemes are executed in a proper way, even they would be sufficient to tackle this issue. Private as well as public sectors are playing their role well and are significantly contributing to agriculture. A lot of things are yet to be executed particularly the financing related factors. The products of our country are well known Around the World on the basis of their fertility and sources of food products. On the other hand, India cannot acquire food education because there is improper planning, and insufficient capital. Farmers can access capital only with the help of bank credits. Banking sectors need to take the Indian subcontinent development into the consideration as it will be of huge help in implementation of planning, schemes and the guidelines. This would also be largely beneficial with regards to the development of agricultural sector of our country.

Index Terms: Regional rural banks, rural development, social banking

Taxonomy of Risk Disclosure: Evidences from an Emerging Economy

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Purpose: In this study, an attempt is made to explore the trend in risk disclosure among Indian companies. The purpose of this paper is to present taxonomy of risk disclosure by examining a sample of non-financial companies listed on the Bombay Stock Exchange.

Research Methodology/Design: For this research, a sample of 205 non-financial companies were derived from Bombay Stock Exchange (BSE top 500) listed companies. Annual reports of these companies were downloaded from their websites during the period 2010-2018. A total of 1845 annual reports are scanned through software Nvivo-11 to find different types of risk words. To get sentence count manual method is used. Based on the product or service sampled companies were also classified in 13 sectors viz. Agriculture, Business, Automobile, Business Solution & Consultancy, Construction & Real estate, Defence Services, Electronics, Entertainment, Personal Products, Pharmaceuticals, Transportation, Machinery, Process, and Power sector.

Major Findings: It is observed that the process sector is the largest sector with

Major Findings: It is observed that the process sector is the largest sector with companies. The overall risk disclosure trend in annual reports during the period 2010-2018 is computed. The risk disclosure trend in Indian companies is increasing gradually from the year 2010 to 2013. However, a drastic increase in disclosure is observed from 2016 onwards. Category wise risk Disclosure is also assessed. The most popular category

Effect of Short-term Market Performance of Acquiring Firm by Using Event Study Approach: Empirical Analysis of Indian companies

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The objective of the study is to examine the impact of short-term market performance of the Indian acquiring firm. The study has used a sample of 449 acquiring companies in Indian firms during the period from 2004-2014. The abnormal returns of the acquiring firm have been estimated by applying event study methodology. The study also observes the factors that influence the returns of the acquiring firm by using regression analysis. The study reveals that acquiring firm wipe out shareholder value in the short run. The study also discovered that Tobin's Q ratio negatively affected the return of the shareholders of the acquiring firms.

Keywords: Mergers and acquisitions, Market performance, Event study, Acquiring firm, Tobin's Q

Issues and Challenges of Supporting Businesses During Coronavirus Pandemic

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This article tries to examine the issues faced by the MSMEs in India due to the Covid-19 outbreak. The economic slowdown due to the pandemic affected several industries and MSMEs were highly affected. In this study, we identify and examine issues and the factors affecting companies' financial distress during the pandemic. The study uses an extensive dataset from PROWESS database pertaining to financial distress of several companies and its performance during the pandemic. Data is analysed using the Multiple Regression

Analysis to identify factors affecting the financial distress during the pandemic.

Keywords: Financial Distress, Covid-19 Pandemic, Bankruptcy, Insolvency

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A Study on How Scaling- Up Investment in Agribusiness is Fostering in Attaining Sustainable Development Goal in India

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Purpose: Agribusiness is a potent way for countries to achieve almost all of the Sustainable Development Goals. It has a huge potential to spur development in India. Agriculture Innovation program and other practices are supporting countries worldwide to strengthen their agribusiness markets. But it needs sustainable level of investment and to attain this financial institution like stock market have a critical role to play in scaling up long term investment in agriculture.

First, an inadequate understanding outside the financial sector and specific policies about what exchanges do and how they donate to valuable economic and societal outcomes. Second, while the academic literature agrees that there is a positive link between well-functioning financial markets and economic development, but still, there's no such clear blueprint on how agribusiness contributes to economic and sustainable development.

Research Methodology/Design: Using Qualitative and Quantitative techniques for analysing problems. Grounded theory and descriptive parametric statistical methods are taken into the picture to understand the informal economy flow in the financial market and its contribution in the agribusiness section to achieve Sustainable Development Goals.

Major Finding: Analysing the contribution of agribusiness in the growing Indian stock market can determine the various ways to scale up financing for this underrated

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implementation to attain targets; examine the goals and indicators & engage researchers and policymakers in resulting up indicators.

Keywords: Agribusiness, Sustainable Development Goal (SDG), Financial market, Stock market, Investment, Economy.

Behavioural Finance: A Bibliometric Analysis with Biblioshiny Ap

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Since the emergence of behavioural finance, the efficiency of the market has been challenged. Though, there exists no model to consolidate illogical sentiments of the investors and how they impact financial markets. This research is an attempt to conduct a bibliometric analysis to get improved understanding of the prevailing conditions and drifts in the selected research arena. The study analysed 1184 documents from SCOPUS database from the year 1991–2021 and found the research on Behavioural Finance has gained the attention of researchers all across the world. Descriptive statistics show very high average citations per document (26.05) with collaboration index of 2.26. The study on study of conceptual structure found behavioural finance and market efficiency to be the motor themes and behavioural portfolio theory, cumulative prospect theory and portfolio choice to be the potential themes to be explored by researchers. The study also found USA and China authors collaborating 30 times to produce documents on the selected theme. Maximum documents produced by USA with 743 documents are followed by China and India with 343 and 189 documents.

Analyzing the Efficiency and Adequacy of Inventory in Power Sector -A Case Study with Reference to National Thermal Power Corporation Limited. (NTPC Ltd.)

Pradeep Kumar Aggarwal, *Sharda University, Greater Noida, India*

Introduction: Inventory is an important component of working capital invested in an industry. The success or failure of manufacturing concern depends largely upon its inventory management performances. An efficient management of inventory not only solves the problem of liquidity but also increases profitability. Every business undertaking requires inventory in proper quantity for efficient processing and in transportation handling. Since inventory itself is an idle asset and involves holding cost, it is desirable that investment in inventories should be maintained at the minimum possible level.

Purpose: The purpose of the present study is to examine the issues how large is the investment in the inventory, how the quality of different components of inventory has evolved over time and whether the various constituents of inventory have been utilized efficiently by the National Thermal Power Corporation Limited during the period under study.

1. To ascertain the amount of inventory and to assess its importance in the total assets of the concern.
2. To find out the estimated inventory with the help of regression model to test the deviation of the same from actual investment in inventory with a view to

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techniques have also been applied to arrive at an objective conclusion. In order to test the hypothesis, t test for correlation coefficient has been used.

For this paper the period of study covers five years i.e. from 2016-17 to 2020-2021.

Major Findings: In power sector, inventory is an area where there is continuous increase even without significant increase in the installed capacity of the plant, which involves large blockage of funds. At present there is no accepted norm per MW inventory for the efficient running of plants without any stock out problem. In the present scenario of fund availability, a company cannot afford to accumulate large inventory where the funds are either not easily available or available at a very high cost. The study shows that, inventory constitutes the second most important component of working capital in the company under reference, and nearly all the years of the study period had the problem of over stocking except in FY 21. The problem has been more serious mainly in the two components of inventory, namely, Fuel material and Components & Spares including Steel scrap. During the period of the study, the percentage of inventory to total current assets has significantly decreased from 22.49 per cent in 2016-17 to 15.63 per cent in 2020-21. On an average, it was 18.06 per cent. No standard norm has been laid down for the ratio of inventory to total current assets. However, the declining trend might be a good indicator of the efficiency of inventory management policy while a large proportion of inventory might be the result of some obsolete and outdated stock and faulty market timing policy. Moreover, the over stocking is always a danger to the effective utilization of the

resources of the fund. The value of correlation co-efficient between sales and receivables is 0.90, showing an indication of high positive correlation between them. In order to examine whether $r = 0.90$ indicates the relationship between sales and receivables

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Financial Capability Index of the Women from Middle Income Families: Evidences from India

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Financial capability is gaining importance among the researchers and policy makers. Financial capability which is considered to be a combination of financial literacy and financial inclusion addresses the need for an inherent capacity and enabling environment to develop one's financial sense. In India, the financial sense of women is subjected to detailed studies by the researchers and financial social workers. But studies related to financial capability of the individuals, more specifically, of women are still at an early stage of research. The shift from financial literacy to financial capability has to be given due significance since this can provide greater reflections of the lives and financial outlook of women in the country. The purpose of this paper is to examine the financial capability level of the women in middle income families in India and to analyse the link between financial capability and socio-demographic variables. For this purpose, a total of 100 women from the state of Kerala were subjected to study based on snowball sampling method. As compared to many other Indian states, Kerala has many achievements to its credit. The achievements in the field of education, health, social justice, gender equality, law and order etc. marks the standard of the state as compared to many other Indian states. An adapted scale consisting of 30 questions was used for administering the survey and based on the scores obtained by the respondents, they were categorised into low-medium and high financial capability levels. Financial capability

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Impact of Green Banking Channel on Customer Perception

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Purpose: The term Green Banking means promoting environmental friendliness, reducing Carbon Footprints and using less paper or documentation from banking activities. Aim of Green Banking is to improve the operation and technology and make client habits environment friendly in bank business. The study deals with Green Banking; it compares the green technological know-how of different age groups, genders, and addresses on various dimensions of green technology.

Research Methodology: A Descriptive research design is used in order to discover the primary factors relating to the green banking and its impact on consumer perception.

primary factors relating to the green banking and its impact on consumer perception. Quantitative research is done in order to understand attitudes and behaviors of consumers towards various green banking principles. Also, a qualitative research is done which tells us how people from different age groups and different genders vary in results. For primary data collection, a questionnaire was administered to 319 people from Delhi.

Findings and Implications: This study found out that green banking has direct and positive impact towards being sustainable. Following green banking practices customers can save energy, fuel, paper, water, time and even money. It also results in reduction of the carbon footprint from banking practices. Green banking practices are very appropriate, easy and economical for the customers of the banks. It saves journeys to the bank. Customers need not to go to the bank for transactions, thereby saving not only

Digital Cashless Banking Economy and Financial Inclusivity in India- A Study of the Adoption Intension, Effectiveness, Barriers and Challenges with Special Reference to Pradhan Mantri Jan-Dhan Yojana

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Purpose: Covid-19 outbreak has compelled the citizens world-wide to use the digital banking services for online transactions, which ultimately promotes financial inclusivity and overall economic development. The purpose of this paper is to understand the adoption intention, effectiveness, perception, barriers and challenges in adopting digital cashless banking and its impact on the financial inclusivity in India with special reference to Pradhan Mantri Jan- Dhan Yojana (PMJDY), using technology acceptance model (TAM). The study also attempts to examine the experiences of business owners about the beneficiaries' banking habits both pre- and post-implementation of PMJDY.

Design/methodology/approach: A structured questionnaire has been adopted to survey and collect data from 100 common mass to study the adoption intention, effectiveness, perception, barriers and challenges in adopting digital cashless banking and from 10 business correspondents in India to understand the impact on the financial inclusivity in India with special reference to Pradhan Mantri Jan- Dhan Yojana (PMJDY).

The questionnaire comprised of 25 constructs. The constructs in this segment were measured by means of a five-point Likert scale ranging from 1 to 5. In the primary phase, first-order

Research Implications: The findings will guide various stakeholders, including investors/users, banks, technology service providers, government, and company owners, on the adoption intention and impact of digital financial services on financial inclusion, with a special focus on PMJDY. This will result in knowledge that will aid the implementation of these digital financial services technologies in the real world.

Keywords: Technology acceptance model (TAM), Online financial services, Financial

inclusion, E-Security, Structured equation modelling (SEM), PMJDY.

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Track: General Management

Measuring Academic Research Sustainability: A Scale Development Study

Ankur Kashyap, Bennett University, India

Purpose: For the last few decades concept of sustainability and sustainable development is in focus at political, economic and environment front. The question of how to reduce environment pollution, social injustice, poverty, over consumption of resources, better utilization of available natural resources is being raised and worked upon by the researchers globally under the umbrella of sustainable development. The prime need is to create a balance between the nature and society forces to paradigm change at different fronts including education.

Within this debate, UNCED said that universities have been charged with key roles in promoting and implementing sustainable development. Many studies have supported that the higher education institutions' impact on sustainability is much more than any other single section of the society. There are two important aspects: one is that Higher Educational Institutes (HEIs) impart education to the future leaders/decision makers and the second is being high impact on cultural and societal values, universities act as the base for systematically integrating and promoting sustainability into the work culture within and outside of institutions. Taking the concept to the next level, this study tried to see the impact of sustainable consciousness, attitude and orientation of researchers in their research practices and outcome.

The present study proposes a scale for measuring sustainability consciousness of

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in further research of sustainability as it intensely connects with the commercialization academic research.

Keywords: Sustainability; academic research; innovation; scale development.

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Trend of Integrated Reporting and its Impact on Financial Performance: Evidence from Indian Listed Companies

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Integrated Reporting (IR) ameliorates the quality of information available to providers financial capital by aligning Financial and Environment, Social, and Governance (ESG) components with business strategies and risks to create value in the short, medium, and long term. International Integrated Reporting Council (IIRC), constituted in 2010 to create <IR> framework, published information in the form of guiding principles, content elements, and capitals. In February 2017, to improve disclosure practices, SEBI furnished a circular stating that companies preparing Business Responsibility Reporting (BRR) might issue IR voluntarily from the financial year 2017-18. Therefore, the primary intention of the paper is to assess the quality of IR disclosure practices and investigate the relationship between IR disclosures and financial performance. The unbalanced sample of 93 listed companies has been selected for three years, i.e., from 2017-18 to 2019-20. The manual content analysis technique is employed to construct the Integrated Reporting Disclosure Index (IRDI) based on seven guiding principles and eight content elements of the <IR> framework to analyze the quality of IR disclosures of Indian listed companies. The fixed effect panel model is used to investigate the relationship between IR disclosure

and financial performance. The independent variable comprises IR Disclosure Index (IRDI) while the dependent variable is Return on Asset (ROA). Firm-specific control variables are also used in the study. The results elucidate the association in the quality

Views and Usage of MOOCs by Engineering and Management Students: A Case Study Based on India

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The main purpose of the study was to understand the views and usage of MOOCs (Massive Open Online Courses) by engineering and management students. The study was conducted in the Mangaluru city of Karnataka state in India. Currently, in India there is a rise in unemployment among engineering and management graduates. This can increase further due to the ongoing fourth industrial revolution. At the same time enrolment in MOOCs is also getting increased. Hence this study was conducted. Among the sample size of 148 students, 77 students were engineering students and 71 students were management students. Out of the three hypothesis tests, the Chi-square test of independence was used for the first two tests. It was found that the MOOC completion status of engineering students is independent of their ongoing program. But for management students it is dependent. The Pearson correlation test used for the third hypothesis test showed that the correlation between students' agreeableness regarding the fourth industrial revolution increasing unemployment and the view that MOOCs will increase employability is negative. Comparative study between the two streams regarding various aspects like their reason to undergo or not to undergo any MOOC course, criteria for enrolment in MOOCs, views on high dropout rate from MOOCs, etc. were made. A gender based comparative study on criteria for enrolment in MOOCs was also made. MOOC providers should increase awareness through the online platform and should launch more courses that will be helpful for the students to thrive successfully.

Technological Innovation in the Automobile Sector: A Case Study of Electric Vehicles Using Patent Analytics Approach

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Purpose: Electric Vehicle (EV) has been one of the leading innovations of the 21st century which is getting popular with time. It has changed the automobile industry and has contributed to the green world to a large extent. In this study we investigate the technological innovation over a given period of time (2015-2020), using the patent data which are classic proxies for innovation (Griliches, 1999). The types of technology and the trajectory of innovation have been studied to understand how EV technology is evolving. Effective utility of patent data analytics has huge and unexploited potential for strategic level of decision making in all kind of organizations (Aristodemou et al., 2017).

Research Methodology: A quantitative method has been adopted, based on secondary data-literature review and patent data from Patent inspiration. This is a comprehensive database for global patent search and analysis tools having database of more than 1 million patents. Use of keyword Electric Vehicle in Titles and Abstracts returned a total of 95907 granted patents for the time span January 1, 2015 to December 31, 2020. The sample was analyzed to determine the trend in patent grant, geography of innovation, the top applicants, top inventors, IPC and CPC classifications etc.

Findings and Analysis: There has been a continuous spurt in patent grant after 2015 with maximum number of patents being granted in 2020. Country-wise, China has the

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The Continuous and Comprehensive Evaluation, its Scope and Limitations of Implementation

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The Continuous and Comprehensive Evaluation-CCE is a school-based assessment model, the respondent selected are public school teachers (500) in the residential schools. The study to assess the implementation of the CCE in the schools.

The schools are flooded with the service offers by various organisations to both the Government and private entities in the state. The offer has more commercial benefit to the service provider than the support solution for the benefit to the end users which always has a bottleneck for both the students in large and the teachers.

Research Approach/Methodology: The combination of both the Questionnaire and Schedules survey report for the proper elicits from the respondents in the twin cities Hyderabad. The adaptation of the Descriptive research methodology and data collection both qualitative and quantitative for the holistic understanding of the study.

The finding and the implications:

The teachers working are females (81%)

The awareness of the CCE (80%)

The implementation of CCE (75%)

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The responses with the regard of no objection (85.6%) for Formative assessment tool usage, objection (in the regular teaching practices) were another strong evidence of the competency to be the reason for non-implementation.

The CCE motives of holistic and analytical development among the students will be on the dream and can be displayed for the betterment of the economy of the country.

The students are not acquiring the 21st century skills which are very mandatory at

THE STUDENTS ARE NOT ACQUIRING THE 21ST CENTURY SKILLS WHICH ARE VERY INDICATORY AND ESSENTIAL FOR THE FUTURE NEEDS OF THE ECONOMIC DEVELOPMENT.

The CCE has the provisions to address these skills strategically and scientifically. But the non-compliance in the implementation due to the competency of the teachers has led the nation to a difficult and uncertain path.

Keywords: Implementation, Awareness, Formative assessment tools, Analytic development, non-compliance, competency, supervisory support

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Mega Merger Drive in Indian Banking Sector Proving Successful: An Analysis

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Globalization has increased the competition manifolds for the banks in India. Banks need to fund several huge infrastructural projects in the country which must lead investment in the economy so that the economic development of the country can match up to the global standards. We need large and fundamentally strong banks to face the global competitive environment. This has made mergers and acquisitions a regular phenomenon in the Indian banking sector. These M&A become important catalysts increasing the operational efficiency and profitability of banks and reducing the cost of lending thus resulting in better management of banking capital. In the recent past, the Government of India has announced various mergers of banks by making their Mega Merger drive successful. The purpose of this review paper was to know the beneficial impacts of mergers and acquisitions in Indian banking sector and further to know the modalities and results of these mergers and acquisitions. This review paper was based on the research papers and secondary data related to mergers of Indian banks dating from the year 2000 to the year 2020. Around 30 research papers were reviewed for this purpose. The objective was to find out whether the mergers lead to the desired results expected and further to summarize the current scenario of mergers and acquisitions in the Indian banking sector. For achieving the research objectives, benefits of mergers and acquisitions were measured on the basis of performance of the banks after considering both the financial and non-financial parameters. The study concluded that the merger

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Does Demographics Has an Association with Usage Patterns and Level of Satisfaction towards Public Transport Systems: A Case of Metro Chennai Rail

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Personal demographics play a role in the usage and satisfaction of metro rail. It may be due to the level of awareness, and the usage interest has a close association with the earnings and age. Gender helps free movement of people without time frame and constraints. Hence, modern transport systems usage has a moderate level of association with the personal and social demographics of the commuters is observed in the study. For the survey, three divisions of metro rail are taken up, and the sample size of 683 arrived at using the scientific method. The present research is descriptive, and the data collection tools are prepared and tested with reliability alpha and found it as 0.896 and found reliable. The results observed that gender, lifestyle, and occupation significantly affect the usage and satisfaction towards metro rail in the sample.

On the other hand, age, level of income, frequency of travel has no association with the level of usage and satisfaction. While the government and Chennai metro Transport focus on increasing commuter awareness, various initiatives must be made to improve people's knowledge about public transit. Based on these empirical findings, conclusions for practice and additional research study are discussed.

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Affirmative Action in Education leads to Complacency or Complementarity? Evidence from Affirmative Action in Education Inclusion in Uttar Pradesh, India

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Globally, democratic and welfare-oriented governments resort to affirmative actions to bridge the inequality and diversity gaps arising out of race, color, gender, caste, socioeconomic status, sexuality, nationality or historical discrimination (Rubinfeld, 1999; Holzer et al., 2000; Kellough, 2006). The affirmative actions may be required in different fields such as health, education, agriculture, economic development and transportation. There are two contrasting views with regards to impact of affirmative action at household level. The first view is that it leads to increased efforts by beneficiaries i.e. beneficiaries further complement the efforts of government in the form of affirmative action (complementarity). However, the second view claims that affirmative actions make beneficiaries complacent and instead of increased efforts (by means of complementarity) there is a tendency to relax and offset their own efforts (Das et al., 2004; Hastings et al., 2006; Pop-Eleches et al., 2013). Some critics have gone to the extent that these affirmative actions are counterproductive by the way that they are wasted away on gambling, alcohol, or other temptation goods (Evans et al., 2017; Banerjee et al., 2017). Here in this study we present evidence from one such affirmative action policy in the field of education in Uttar Pradesh. The section 12(1)(c) of the Right to Education Act 2009

education in Uttar Pradesh. The section 12(1)(c) of the Right to Education Act 2009 India mandates private schools to reserve 25% of their entry level seats (pre-primary

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The Health Care Sector of India: Pre and Post Pandemic Period

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India is the second most populous country in the world. Since 25th march, 2020 until the current time 1st June, 2021 we are facing the lockdown situation globally. Corona Virus, an infectious disease identified in late 2019 has now been labeled by global pandemic by the World Health Organization. The outbreak COVID 19 pandemic is an unprecedented shock to the Indian economy. This review is an attempt to study the impact of COVID-19 pandemic on the health care sector. Even prior to pandemic, the Indian economy was marked by a slowdown of economic growth and health care facilities. Thus, India's capacity to deal with the crisis was weak when pandemic hits in March, 2020. The crisis has affected all the sectors of the Indian Economy. The health system policies, environment sustainability issues, fiscal and monetary measures have been introduced during lockdown across countries. Air pollution has declined but medical waste management has been enhanced. Waste management will be a challenging issue in the post pandemic period. In India, virus has an additional impact on the economy, human living and environment. The present study is undertaken to study the impact of COVID 19 on the health care sector. We were supposed to discuss here the changing scenario of health care sector in India. This review will discuss different factors affecting the health care system of India and challenges faced by health care sector during pandemic. In last, it will also provide useful insights to the management and society a possible way forward.

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How Has Pandemic Influenced the Linkage Between Market Orientation and Organisational Objectives of Various Types of Businesses?

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Purpose: Entrepreneurship is ill-faceted without integration of market orientation. Market orientation has been greatly influenced by the pandemic. The coordinating channel between the entrepreneurial firms and the customer needs has been disrupted and transformed in relation to many industries. Therefore, the paper carefully articulates the significance of relationship between market orientation and organizational objectives in various industries in regional (developing) areas significantly hit by pandemic. Crucial research has been done over the new strategies which forms of business might incorporate to strengthen the relationship between their organizational objectives and market orientation keeping in consideration their respective internal and external factors.

of influence over their business.

Research Methodology: Majorly, the mode of research methodology is observation. Different business parties relating different industries such as local food outlets, restaurants, clothing stores, stationery stores etc. were visited. The owners and employees were interviewed with some verbal questions and observations regarding the same were accounted for via note taking, thus, forming the bases of the research paper. The target locations for research were physically visited one to two times over a span of 6 months by playing a role of customer, then being the observer and finally interview

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providing them favourable facilities to enhance the customer lifetime value have been the visible strategies employed.

Research Implications: In food industry, there has been a major tilt towards organic (as it entices the target segments to consume it for once as a trial) and snack items.

In clothing industry, the relationship between the entrepreneurial mindset and market orientation approach needs to be narrowed down to casual but trendy clothing and then with traditional festive clothing might need to invest in diversifying their product type. Various other business categories such as stationeries need careful analysis for the market orientation.

Keywords: Market orientation, pandemic, food and clothing industry, strategies.

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Modelling the Social, Economic and Environmental Blockades of Electric Vehicle Mobility

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Purpose: Electric vehicles (EVs) are becoming the next automotive technology to

transportation technology is widely diffused in society. The emerging economies are shifting toward electric vehicle which are much sustainable modes of transportation. However, many social, economic and environmental blockades of electric vehicle mobility remain to be addressed.

Design/methodology/approach: The present study investigates the social, economic and environmental blockades for electric vehicle mobility focusing on their current and future business implications. Firstly, identification of the blockades of electric mobility is obtained through literature review and consensus of the experts. Kappa analysis was adopted to refine the priority map of the aforementioned blockades based on consensus building among experts. Secondly, Multi Criteria Decision Making (MCDM) approach is adopted to prioritize the potential blockades and find their dependency on each other.

Findings: The present study models the social, economic and environmental blockade of electric vehicle mobility in context of emerging economy like India. Further, the study suggests strategies to mitigate the blockades for successful implementation of electric vehicle mobility.

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Cultural Distance between Partners in Alliance Networks and Firm Innovation: Role of Network Governance and Strength

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Partners from distant cultures may provide access to new knowledge but development of trust and sharing knowledge with such partners may be difficult, affecting innovation outcomes. Using carefully collated longitudinal data on 185 firms, we examine multiple factors that influence the effect of cultural distance between partners on a firm's innovation performance. We find that (i) An inverted-U shaped relationship exists between cultural distance in a firm's alliance network and its innovation performance and (ii) Equity-based governance and strength of the alliance network positively moderate the relationship between cultural distance in a firm's alliance network and innovation performance. Our work contributes by suggesting that both low and high levels of cultural distance may be suboptimal for innovation and equity-based network governance and network strength can enhance the benefits of cultural distance between alliance partners.

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Covid-19 and Higher Education Institutions in Africa: Lessons,

Policy Options and Emerging New Normal

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The COVID-19 pandemic, which was declared a global health crisis by the World Health Organisation in 2020, has affected the entire sectors of the globe, including Africa educational sector. This paper is an attempt to add value to the extant literature and debates on the effects of the COVID-19 pandemic on Higher Education Institutions in Africa. Using a content analysis and a Multiple Perspective Approach that is descriptive in nature, the paper argues that beyond the generic view of the catastrophic effect of the COVID-19 pandemic on tertiary educational institutions in Africa and the world in general, the pandemic has actually propelled positive changes in the management and administration of Higher Education Institutions in Africa. Conclusively, lessons leading to pragmatic policy options that are collaborative, adaptive, innovative and digital in nature are the emerging new normal in Higher Education Institutions in Africa.

Keywords: COVID-19 Pandemic, Higher Education, Institutions, Policy options, New Normal and Africa

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Explore the Impact of "Strategic Management" through Various Strategies formulated by New Zealand on "Healthcare" Domain - A Theoretical Approach.

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Purpose: Healthcare is a rapidly growing service in both developed and developing countries. This abstract and concept is in accordance with the healthcare domain in New Zealand, during and after the Covid-19 chunk. New Zealand has implemented and has shown astonishing results in handling this pandemic. During these uncertain times, the thrust falls upon the healthcare sector to react to the crisis, get prepared, attend to the affected, take precautions, manage medical resources, spread awareness, estimate the overwhelming influx of people to the hospitals, etc.

The New Zealand government has been a mainstay during this time and has formulated and implemented many strategies, policies and methods in reaction to this. The avenue in which the government handled this season, with respect to healthcare domain is the crux of our study. Also, for these inputs that the sector has put in, we would want to study the inputs of strategic management area.

New Zealand has formulated several strategies such as exclusion, elimination, suppression, quarantining, school closures, border closures, traffic restriction

eradication, mitigation, exit strategy and many more, to deal with the pandemic. All

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minimal always, which is laudable. Studying the strategic choices also would be helpful in the smooth functionality of the healthcare service chain.

Research Implications: We solidly believe that this study would surely project beams of light in literature in relation to the aspects of strategic management and also be a reference guide to various other countries and certain Indian states in terms of handling uncertain situations, not only in healthcare but in various domains. Our study would greatly aid the healthcare and government in planning, analysis and decision making and policymaking.

Keywords: Elimination Strategy, Eradication Strategy, Exclusion Strategy, Exit Strategy, Healthcare, Mitigation Strategy, New Zealand, Strategic Management, Suppression Strategy, Quarantining.

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Career Anchors and Motivational Expectancies of Prospective Indian Managers

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Purpose: This paper examines how individual career preferences and choices impact effort, performance, and outcome linkages in the Indian context.

Research Methodology/ Design: The study used a sample of 1159 students from leading business schools in India to investigate the influence of Schein's (1978) eight career anchors (autonomy, security, lifestyle, technical, general management, entrepreneurial creativity, service, and pure challenge) on two motivational expectancies (effort-performance (EP) and performance-outcomes (PO)), in the Porter & Lawler (1968) model.

Using simultaneous equation modelling, we examined the influence of career anchors on EP (three levels: ability to perform, role clarity, and managers' estimate of self-performance) and PO (three levels: clues about rewards, control over rewards, and estimate of future rewards).

Major Findings: We found career anchors influencing all three levels of EP, at various levels of significance. While career anchors like autonomy, lifestyle, service and technical, influence all levels of EP at 99% level of confidence, other career anchors have

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Keywords: Career Anchors, Porter & Lawler Model, Simultaneous Equation Modelling, Effort-Performance, Performance-Outcome, India.

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Impacts of Technology Advancement on a Firm's Strategic Decision of Customer Relationship Management

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In responding to a competitor's strategic choice, firms must choose whether to allocate their customer relationship management (CRM) resources primarily to retaining existing customers or acquiring new customers from competitors. If a competitor is poaching customers, should the firm likewise focus on stealing the competitor's customers or

keeping its existing customers? To address this critical but understudied question, we develop a game-theoretic model to examine the strategic choices of two competing firms between retention- and acquisition-focused strategies. Given high switching costs, our findings show that when the degree of technological advancement is sufficiently high (low), both firms should employ acquisition-focused (retention-focused) strategies to maximize their profits. By contrast, given low switching costs, low degree of technological advancement, and asymmetric market shares, the firms choose retention-focused strategies in equilibrium, but only the firm with the higher market share can maximize its profit. Moreover, given low switching costs, high technological advancement levels, and asymmetric market shares, the firm with the higher market share chooses a retention-focused CRM strategy, while the rival firm with lower market share adopts an acquisition-focused strategy in equilibrium. However, neither firm can maximize its profits. This study provides guidance for optimal decision-making regarding firms' CRM resource allocation in a competitive environment and the conditions under which a retention- or acquisition-focused strategy is optimal.

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Do Big Data have Big Value to Business Management – A Case Study from Selected IT Companies

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The objective of the study was to determine the applications of big data in business management and was to determine the effectiveness of big data during the decision-making process in business. For the study, the descriptive research design was adopted. Herein data was collected from 426 samples from selected 11 IT companies employing Big data technology. The data was collected using a simple random sampling method. From the analysis, it can be interpreted that an almost equal proportion of male and female works in selected IT companies. Most of the respondents belong to the age category between 26 – 45 Years. Further, it was understood that many of the respondents have 1 – 7 Years of experience in handling Big data. It was found that there is a significant difference in opinion among the respondents regarding the effectiveness of big data during the decision-making process in business. Further from the mean score, it can be well understood that most of the respondents agree that big data was effective during the business decision-making process. Furthermore, it can be interpreted that Big data technology helps business in Cost Optimization, Improve Operational Efficiency, identifying and rectifying mistakes Quickly, Retaining Customers and Provides scope for innovation of new product & Services.

Keywords: Big data, Business Management, IT Companies

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Predicting the Performance of Research and Development Organizations: A Perspective from the Organizations under the

Department of Atomic Energy

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While measures are available to evaluate the performance of individual Scientists and Technicians working in a Research & Development Organization, no standardised evaluation criteria are applied to measure the performance of organizations, as such. It is very critical and important when precious resources are deployed in these organizations under the Government Sector. While some Organizations in R & D are performing exceedingly well, like the ones under the Department of Atomic Energy, many others have not been able to showcase their output or productivity. Every organization selects and uses certain input measures, which play a predominant role in their success. Selection of right measures at right time is a key aspect in performance measurement because the measures behave according to dynamic environment of the organization. Keeping this view, this study analyses the key input performance measures used in the Research and Development (R&D) organizations under the Department of Atomic Energy, Government of India. Further, an empirical analysis has been conducted in the organizations and a performance prediction model has been constructed by considering five key categories and sub categories. The results indicate that input measures related to structural and physical infrastructure aspects predominantly contribute to the success of these organizations. Though information category measures are significant but their contribution is in negative. Though the monetary and capability inputs are important



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Liquidity Creation, Stock Market Liquidity and EPU- Evidence from Indian Banks

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Purpose: The present study analyses the impact of stock market liquidity and EPU on liquidity creation by Indian banks from 2005 to 2019.

Research Methodology: Using the bank-level data from RBI, two measures of liquidity creation have been estimated, which are called broad and narrow measure. The narrow measure includes only the on-balance sheet liquidity creation, and the broad measure comprises both on and off-balance liquidity creation. This study employs Amihud (2002) illiquidity ratio to quantify stock market liquidity and EPU measure (Baker et al. (2016). Outliers are prominently present in the Indian banking system. This study deploys robust regression to analyse the relationship among liquidity creation, stock market liquidity and EPU.

Major Findings: This study finds the application of market-bank liquidity enhancement view in the Indian banking industry. This implies that a liquid stock market enhances the bank's liquidity creation function instead of putting competitive pressures on banks and crowding them out. Further, it is observed that EPU harms the liquidity creation by banks in India.

Total Factor Productivity, Technical Efficiency and Technological Change in Indian Manufacturing: New Evidences Using Data Envelopment Analysis

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The present paper evaluates the performances of manufacturing industries with respect to total factor productivity. TFP changes and its components are estimated for 68 three digit manufacturing industries for the period from 2008-09 to 2017-18 using data from Annual Survey of Industry (ASI) by employing Malmquist Productivity Index based data envelopment analysis. The study uses gross value added based single deflation method as output using 2011-12 as a base period. Capital stock and labour are used as inputs. The paper uses Perpetual Inventory Method to derive the measure of capital input series. It was found that the year 2015-16 has reported highest TFP growth mainly due to technological changes. All the study period exhibits positive trend in TFP growth. In the case of industry-wise analysis, the study also found that the TFP growth is highest in the manufacturer of magnetic and optical media followed by manufacturer of jewellery and related articles. It is evident from the result that the increase in TFP growth is due to technological changes and decrease in TFP growth is due to technical efficiency changes.

Keywords: Indian Manufacturing Industry, Data Envelopment Analysis, Malmquist index, total factor productivity, Technical Efficiency, Technological changes

Analysis of Socio-Economic Impact of Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) Scheme: A Case Study of Jodhpur District

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Villages play an important role in every economy. To maintain economic and environmental balance in the society the development of the villages and their people is equally necessary. In India, villages are considered to be the lifeline of the country therefore many schemes have been run by the Government to provide employment and financially assist to the needy people of the society in the rural areas. The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) was implemented in India in September 2005, is an employment guarantee scheme run by the government to fight against the unemployment problem in rural areas and to provide financial assistance by giving 100 days of work guarantee to the unemployed, lower, weaker and landless.

giving the people of the region a chance to be employed, thereby, creating social security and providing employment for the unemployed people in rural and backward areas of the country. The main object of this scheme is to provide social security and to create employments for the unemployed people in rural and backward areas of the country. This study focuses on the implementation of MGNREGA scheme among the people of SC and ST category and especially abled persons in the Mandore block of Jodhpur and examines the impact of the scheme among the people in said domain in some past years. The study is based on secondary data that has been taken from government websites and various resources. The examination has been done through charts, graphical and tree

Should Your Organization's Characteristics Influence the Choice of Performance Metrics?

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Strategy research has long emphasized the need to select performance measures that are appropriate for an organizational context (cf., Hayes and Wheelwright, 1984; Kathuria, 2000; Santos, 2000). On a practical level, however, the evidence and guidelines on which kind of performance metrics a particular type of organization should select and deploy are either lacking or not so explicit. This study attempts to bridge the gap in identifying performance measurement systems, or performance metrics, that measure the right things and are in line with the organizational characteristics (Garengo and Sharma, 2001; Nudurupati et al., 2015).

Considering the above challenges and gap in the literature, we study the relationship between performance metrics and some structural variables, such as the organization size, nature of the organization (manufacturing or service) and global exposure (multinational or domestic). There are many case studies on this topic, but not enough large empirical studies (Koufteros et al., 2014) such as the present one. Using data from 372 organizations in Italy, this study challenges the notion of universality of performance metrics or 'one size fits all.' Knowing which type of metrics is suitable for the organization, managers can direct resources and effort towards designing and deploying the right type of performance metrics.

Track: Human Resource Management and Leadership

Compassionate Leadership Matters within Higher Education

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Suffering occurs within all organizations, including those within the Higher Education sector. Such suffering can be addressed with compassion by leaders, yet Universities have been described as anxiety machines in the context of Higher Education, in which academics and doctoral students are a significant community. Previous studies have reported that factors that can create a toxic environment for academics and doctoral

students are: growing competition between universities; a view of students as consumer; pressure on academics to have remarkable research productivity to satisfy the Research Excellence framework (REF), and high-quality teaching to satisfy the Teaching Excellence framework (TEF); problems associated with doctoral students' PhD journeys, such as frequent evaluation, a competitive atmosphere, and challenging relationships with supervisors and peers. These factors may increase the risk of mental health problems such as anxiety, and depression among academics and doctoral students. Although there is a wealth of literature about compassion as an important process that can unfold in response to suffering within organizations, there is limited understanding of compassionate leadership, notably in the Higher Education literature. Accordingly, there is no model or adequate explanation for the main components of compassionate leadership in Higher Education. The aim of this study is to explore how leaders cultivate compassion in the higher education environment in which academics and doctoral students work. More specifically, this study will focus on creating a compassionate leadership model.

From Hiring for What we Know to Hiring for Who we are

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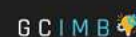
Purpose: The present study is about talent acquisition dynamics in tech-based organisations. Managing human capital is the most important duty for any HR professional. HR's primary purpose is to recruit, manage which includes works such as job role, job stream and project engagement. With the Industrial revolution 4.0, the market and talent are so dynamic that all organisations want to take the best talent first so that they take an edge in the market. Challenge for HR is to bring in the best talent soon as possible. This war for talent is leading to an entry of such work force in the system who have technical skills but sometimes lack soft skills like communication, emotional intelligence, cognitive flexibility and critical thinking. Hard skills let them enter into the system, but in a long run it may compromise the ethics or team building processes. Team building will be crucial in a more strategic and fluid way, so that interdependent teams are staffed with members possessing portable skills. Successful managers should coach, facilitate and develop talent, and this takes continual—and sometimes nuanced and sensitive—communication. Besides this, emotional intelligence has become an important attribute for candidates currently. To be in the successful workforce planning space, organizations need to give equal importance to both soft skills and hard skills. Another subtle yet valuable soft skill that seems to be lacking in many managers these days is the ability to question assumptions. Hence if we bring in the talent based only on the hard skills and short-term projects commitments, it may have negative repercussions in the long run. With technology and analytics developing at lightning speed, a successful

Leadership: A Footprint on Personnel Sustainability in Higher Educational Institutions

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The purpose of this study is to analyse the impact of leadership in higher education institutions personnel sustainability. Leadership plays a key role between the management and workforce in an organisation. Personnel sustainability is one of the primary dimensions in organisation sustainability. Sustainability aims at growth of the organisation in terms of profitability and its survival. An organisation should ensure a realistic vision and goals in order to keep the business growing. Personnel sustainability features with long-term employment programs, training and development of employees, compensation and incentives, increasing work efficiency. An effective leadership is required in managing (planning, organising, staffing, directing and controlling) the above features of sustainable personnel. Higher educational institutions as a service sector runs on personnel(staff) and managing sustainable human resources is an important factor for long term survival of the Institution and development of the Institution. This study conducts a survey on the importance and benefits in possessing an efficient leader and effective leadership in attaining personnel sustainability. An exploratory study is conducted on the staff(employees) and the management(employer) in higher educational institutions to identify the perceptions of staff and management about the impact a HRM executive(leadership) in personnel sustainability in the region.

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Impact of COVID-19 on the Workplace and Employee Behaviour: A Topic Modelling Study

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In published scholarly texts, knowledge and scientific discourse are visible. A substantial research literature has been published about the impact of COVID-19 on the workplace and employee behavior. The objective of this research is to examine a corpus of articles published during COVID-19 to ascertain current trends in work and workplace research. We use an unsupervised clustering algorithm to classify research papers that are similar. For our research, we combine t-sne and k-means clustering. The articles are clustered into 10 groups using the Elbow method to determine the optimal number of clusters. Following clustering of the literature, we perform topic modelling on each cluster using LDA (Latent Dirichlet Allocation). We extracted 764 keywords from the 10 clusters and classified them manually into various research themes. Finally, we evaluated the accuracy of our unsupervised clustering model using the SGD classifier, and found it to be 90.13 percent accurate.

Keywords: Work, Workplace, COVID-19, Clustering, LDA

Work from Home and Its Effect on the Quality of Work Life of Private Sector Employees in India

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Covid 19 has accelerated and created an inevitable need for employees to work from home in all the organizations worldwide. Technology is facilitating the businesses function with its full potential despite the physical presence of the employees. It is also now predicted that work from home is going to be a permanent norm for some organizations, since the relative productivity after work from home has increased. The paper discusses on the effect of quality of work life of employees due to the work from home scenario. Since the work environment of the employees has changed, there is a lot of difference from working from an office to working at home. There are social, physical, psychological, financial and technical aspects which has to be focused on when an employee is working from home. Empirical research was carried out for this study, and the data was collected through questionnaire distributed online. Convenient sampling technique was used to collect data from private sector employees from India. The data analysis was done using SPSS and it shows that various factors have an effect on the quality of work life of employees like job satisfaction, commute to work, working hours, stress, recognition etc., It is also confirmed through the study that work from home has a negative effect on the quality of work life as employees go through psychological stress and unconventional working hours for the private sector employees in India.

Keywords: work from home, quality of work life, covid 19, private sector

High Performance Work Systems – A Bibliometric Analysis

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Purpose: The cut throat market competition irrespective of the industrial contexts has forced organizations to implement new strategies and mechanisms to enhance desired organizational performance and gain competitive advantage in the market. In this context, the SHRM research has given rise to new performance management systems named High Performance Work Systems (HPWS) to improve the organizational performance and achieve better outcomes. The authors aim to review the HPWS research conducted exclusively in service context till date and to extract scientific information on research gaps, research trends and directions for future research.

Research Methodology: This study adopts a bibliometric approach as authors intend to identify and analyse the important studies, main themes in HPWS research in the service context across the world, to provide a statistical and analytical comprehensive overview and provide suggestions for future research about HPWS. Using a portfolio of 149 articles

that are collected from the Web of Science (WoS) database, bibliometric techniques such as citation, co-citation analysis and network visualization analysis were conducted to analyse the collected research articles.

Major Findings: The collection of articles pertaining to HPWS in service context consists of 149 documents from 56 sources published between the timespan 2004 (n=1) and 2020 (n=2). There is a 12.02% annual growth rate in publications and it can be understood that

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journals or sources, most cited service context articles, various countries scientific production, various authors country wise distribution, keywords analysis, trending topics or variables, network visualization of co-cited authors are detailed.

Keywords: High Performance work systems, HPWS, service context, service industries, bibliometrics, literature.

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Does Workplace Culture accelerate Work-Family Conflicts?

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Purpose: Presently in India, there is a warlike quest among engineering colleges for academic autonomy, national and international accreditations, and rankings. As a result, faculty members take on more responsibilities besides teaching and confront various workplace issues. I have assumed that faculty in these institutions may experience work-family conflicts. Thus, I have investigated the possible variations in the faculty work-life satisfaction perceptions among accredited, non-accredited, autonomous, and non-autonomous systems.

Research Methodology: During 2018-2019, I have carried out a questionnaire survey randomly among 930 faculties in eleven engineering colleges located in the Krishna district of the Andhra Pradesh State. The instrument consisted of statements on four reliable and valid constructs, viz. *support for work-life satisfaction*, *work-to-family conflict*, *family-to-work conflict*, and overall *work-life satisfaction*. Regarding comparative analysis, I have conducted Kruskal Wallis H tests and Mann Whitney U tests and later applied Bonferroni correction. Effect sizes and statistical power derived by these tests have augmented the analysis further. For interpretation purposes, I have transformed mean values into percentage scores. Also, I have performed step-wise multiple linear regression analysis for predicting the variables that shape faculty work-life satisfaction. Fisher's transformation statistics and tests for the difference between two slopes have further supported the regression analysis.

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Research Implications: Results substantiate that autonomous, NAAC, and NBA faculty get a considerably higher degree of *support for work-life satisfaction* than their peers in non-autonomous, non-NAAC, and non-NBA institutions. The autonomous colleges pay for every examination work attended by the faculty. Also, other institutions invite faculty regarding various examination assignments. Hence, autonomy is a professionally satisfying proposition that may tend to make faculty ignore work-family conflicts. Similarly, NAAC and NBA faculty enjoy benefits like better student-faculty ratio, Pay Scale incentives for undertaking research projects and publications, support for attending conferences/seminars, reasonable workload, rapid promotions, excellent growth prospects for PhDs, etc. The better the number of colleges are like this, the better would be the faculty work-life satisfaction. Future research shall be encouraged by the University and the State Governments in other regions also to aid their policymaking process.

Keywords: work-family, conflict, work-life, workplace, support

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Determinants of Organisational Citizenship Behaviour: Moderating Role of Value Incongruence and Mediating Role of Organisational Commitment

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Organizational Citizenship Behaviour (OCB) is a major area of interest within the field of Organizational Behaviour. It is also significant in the context of social enterprises as high levels of OCBs bring monetary and non-monetary resources into social enterprises. Cooperatives, a form of social enterprises, are service oriented organizations which follow unique principles and values. The employees of cooperatives have to play a major role in delivering cooperative values as they are the contact points for customers and the workers who produce services is the key to their success in these organizations. To the knowledge of researchers only limited studies have been conducted in cooperative organizations and they emphasize the need to understand the phenomenon in cooperatives. Hence, this study seeks answer to the question which are the factors influencing citizenship behaviour of employees in cooperative context. Further it adds to the literature by examining the moderating role of value incongruence (VIC) on the relationships between Participation in Decision Making (PDM) Organization Commitment (OC) and Organizational Citizenship Behaviour (OCB). The study is based on data collected from employees of primary agricultural credit societies. The results confirm the positive relationship between Participation in Decision Making (PDM) and

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Impact of Pandemic on Employee Stress: A Study with Reference to Nursing Staff of Hospitals during Covid 19 in Bangalore, India

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The health care sector is considered one of the crucial sectors of all. The COVID-19 pandemic has convulsed the world of work, leading to a number of challenges for human resources (HRs). In this case, the professionals who work for this sector must be considered the central point for its effective functioning. Further, the well-being of the professionals will ensure the availability of high standards service providers in this sector. Hospitals need skilled staff, especially nurses, to achieve organizational effectiveness and provide outstanding patient care. It is tough to locate skilled/efficient nurses, considering the ongoing global concern of the increase in the number of resignations of nursing staff during the pandemic crises.

Purpose: This research focuses on identifying the stress causing and stress management aspects of nursing staff working in hospitals during the COVID-19 pandemic and to analyze the impact of various factors such as extremely demanding work load/work timing, job satisfaction level, commitment to work/job, loyalty and work-family conflict.

Research Methodology: The study uses a causal research approach with a correlational study designed in a non-contrived environment. SPSS AMOS 24 has been used to deal with the mediation and bootstrap methodology. The study was conducted on 200 nurses of different private hospitals across Bangalore through a standard questionnaire.

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Workplace Bullying Behaviour, Preventive Strategies and Its Effectiveness in India

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Scholars have studied and investigated workplace bullying for more than three decades and it continues to be a major academic concern (Hurley, Hutchinson, Bradbury, Browne, 2016; Paull & Omari, 2016). Increased medical claims, lost productivity, and employee turnovers can cost a company up to \$300 billion in medical claims, as well as up to \$23 billion in additional expenses including employee absenteeism and litigation expenditures. Numerous articles in reputable newspapers such as The Hindu, Times India, India Today, and others have recently emphasised the significance of workplace bullying in India. Lack of research on workplace bullying in Indian organisations acted as a base for the current research. The purpose of this study was to identify concepts of workplace bullying, frequent bullying behaviours, strategies employed by HR to address workplace bullying and its effectiveness. The study was conducted in two phases. In the first phase, the eight HR professionals with a minimum of five years' experience were interviewed to gather information about the workplace bullying and prevalent strategies employed to prevent and resolve bullying-related incidents. In the second phase, based on the information gathered in the first phase, a questionnaire was developed consisting of concepts of workplace bullying and prevalent strategies to prevent and resolve bullying-related cases and the same was administered to two different samples, one consisting of HR Professionals (sample size: 87) and the other consisting of employees (same size: 140). Comparative analysis on effectiveness of strategies to curb down and resolve workplace

Workforce Management Strategy and Resilience in the Pandemic Situation: Thematic Analysis

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Purpose: The purpose of this paper is to document the experiences of employees and leaders in order to manage the work during the pandemic that they report while working. The study will help to expand the understanding of various measures organizations have taken to encourage resilience and manage stress/burnout.

Design/Methodology/Approach: The study was conducted by adopting an exploratory approach with the use of qualitative methodology. The method of sampling adopted was stratified sampling. Semi-structured interviews (face-to-face and telephonic) were conducted by taking a sample of 52 respondents, who are employed in highly capital-intensive sectors: healthcare and banking sector. The interviews were recorded, digitally transcribed and analysed by using the content-coding approach followed by a thematic analysis.

Findings: The foremost contribution of the study is that it has considered the various

motivators and the skills required to manage the workforce during pandemic. Significant challenges encountered while managing the workforce during the pandemic have all been identified. Apart from focusing solely on effectively managing men, markets and tangible properties, now organizations have to focus on managing innovation and knowledge too (Dess and Picken, 2000). Employees and leaders respond to it by shifting

Creative Isomorphism in Organizations – Through the Lenses of Employees

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Creativity research has a long history in determining the use of potential capabilities of employees by developing intellectual capabilities, providing positive organizational environment, involving them in challenging tasks and bringing diversity in work culture and human resource within the company. Many loose ends are discovered through literature which causes revisiting and exploring further the concept of creativity.

Purpose: This paper aims to define creative isomorphism and identify the determinants of employee creative behavior that minimizes the effect of isomorphism in creative organizational performance of software companies. It also specifies the mechanism through which creative isomorphism affects employee creative behaviour through Human Resource Management Practices.

Design/Methodology/Approach: Organizational data from software companies were collected through questionnaires which were distributed to a sample of 444 respondents from the software companies at different locations in India. To test the hypotheses, correlation and multiple regression were used to analyse the usable responses through validated questionnaire.

Major Findings: Normative isomorphism has inverse impact on the employee creative behaviour. Selective Human Resource Management Practices i.e. Employee Participation, Team Work and Job Creativity and Performance Appraisal & Rewards plays mediating role to control different types of isomorphism – Normative, Mimetic, Coercive in software

Dimensions of (OCB) Organizational Citizenship Behavior and its Future Scope

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Organizational Citizenship Behavior (OCB) has major contribution in helping the organization from undesirable and unhealthy environment. To enhance the productivity it is vital to protect the inner peace of the firm. The positive attitude is directly proportional to the growth of the employees, operation and skills as well as the employee completeness. This paper explains the relationship between OCB and its dimensions which helps an organization to improve the overall employee job satisfaction and better utilization of resources. The five dimensions of OCB are explained with its future scope.

utilization of resources. The five dimensions of OCB is explained with its future scope in the field of human resources.

Purpose: The purpose of this paper is to study the dimensions of OCB and its relation with the organization. It explains the major goals of OCB and its contribution to protect the organization from destructive behavior and negative ideas of the employees which can hamper the growth of firm. It can be analyzed individually or in group. The rules and regulation set by OCB brings the level of peace in an organization which allows job satisfaction as well as enhances overall productivity.

Research Methodology: Sample and data acquisition- this research has participants from 4 different firms from different localities and cities. Data were gathered by a structured questionnaire from 100 employees from different fields.

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Keywords: (OCB) Organizational Citizenship Behaviour, Dimensions, Job Satisfaction, reliability, conflicts, human behaviour

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An Empirical Review on Green Human Resource Management and Environmental Sustainability

Purpose: In this unprecedented current situation, the term "Sustainability" has become critical concern not only for organizations, but for society and the environment as well. The human resource department of any organization creates synergy and plays significant role in creating a sustainable culture within the organization itself. The purpose of this present paper is to find out the various green human resource initiatives taken by the organization and to find out their relationship with that of environmental sustainability. The significance of this paper, during this period of pandemic due to COVID-19 is to consider the implication and the impact of green HRM initiative on the behaviour and attitude of the employees of any organization.

Research Methodology: To achieve the purpose of our empirical review paper on green HRM and environmental sustainability, a systematic review of the literature was carried out through secondary sources like articles, journals, newspapers, blogs, and different web pages, which provide new insights into the concepts and applications of green HRM. It is to be noted here that a combinative literature review is a unique form of research that creates new knowledge and understanding on the topics reviewed.

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management and recycling, creating green products and green culture. The trade union and employees can help the employer to adopt green HRM policy, procedure, and practices that can help in safeguarding the worker's health, safety, and wellbeing.

Keywords: Employee participation, Employee wellbeing, Green HRM, Health, Safety, sustainability, environment, HR practices, Recruitment and Selection, Employee development, Performance management.

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Resource Based View of HR Analytics using Content Analysis

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V Rama Devi, *National Institute of Technology Warangal, India*

Purpose: The present scenario of the VUCA world urges organizations to be proactive face challenges and achieve competitive advantage. Human resources of organizations being the most valuable resources that are not readily imitable when compared with other resources like technology, it is necessary to focus on how to reap benefits from people in such scenarios. Based on the literature review, it is observed that Human Resource Analytics (HRA) helps in providing useful insights that will facilitate better decision making and have competitive advantage to firms that are successful in implementing it. But a question, why only a few firms adopted and progressed to more advanced analytics, remains still unanswered though the opportunities and threats posed by external environment remain same for firms in same industry. A firm is said to make a difference by how it reacts to the challenges by making use of its internal resources to formulate and implement a strategy. The purpose of this paper is to find the internal resources that are required to gain a competitive advantage by adopting HRA to stay ahead of its rivals.

Research Methodology/Design: Based on the Resource Based View (RBV) framework, the results of content analysis of relevant papers of Human Resource Analytics published during 2010-2020 retrieved from noteworthy Journals are analysed using R.

Major Findings: Sources like data, skills and capabilities, well collaborated team and

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The Psychological Impact of COVID-19 on Employees' Emotional Health: A Conceptual Framework

Mansi Babbar, *Delhi School of Economics, University of Delhi, India*

Purpose and Aim of the Study: The COVID-19 pandemic has wreaked havoc on the mankind and caused dramatic disruptions in personal and professional lives of the people. With economies at the verge of collapse, businesses pushed to a standstill, forced alterations in work environment, and uncertainty about the future, this global health crisis has severely impacted employees and organizations. In this light, the present study attempts to highlight the predicaments and emotional experiences encountered by employees during the pandemic. The study also endeavours to explore the pandemic induced factors that resulted in severe emotional outcomes viz. stress, burnout, and depression which resultantly impacted employees' job performance. In this respect, the main objective of the paper is to extensively review the available literature and, on this basis, present a conceptual model of the plausible effects of COVID-19 pandemic on employees.

Method for Model Development: The Earp and Ennett's (1991) general approach to model development has guided the development of conceptual model for the present study wherein the comprehensive model building process entails assessing the model

study, wherein the comprehensive model building process entails assessing the model scope, identifying and defining variables relevant to the study, and explaining possible interactions between the variables. The model is developed through an iterative process of extensive literature review and consultations with experts in the domain of emotion. The iterative process of review and discussions terminated when the researcher identified

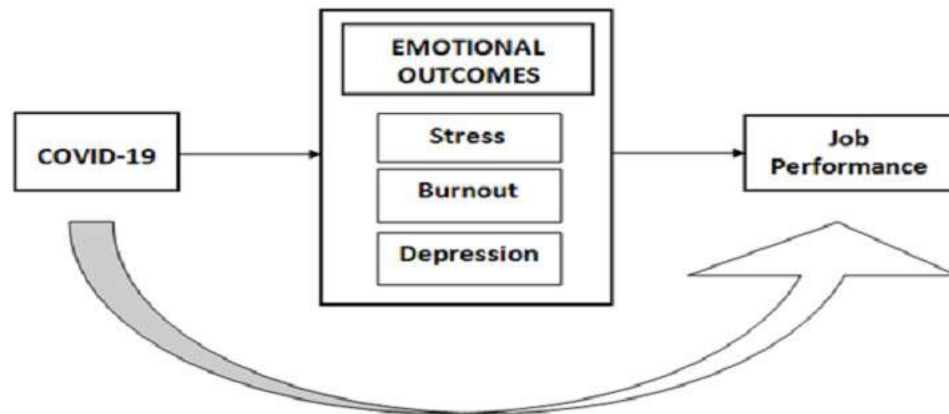


Figure 1: Conceptual model for impact of COVID-19 on employees' emotional outcomes and job performance

The extensive review of 97 publications supports the following propositions:

Proposition 1: COVID-19 positively influences stress among employees.

Proposition 2: COVID-19 positively influences burnout among employees.

Proposition 3: COVID-19 positively influences depression among employees.

Proposition 4: Stress among employees during COVID-19 negatively influences their job performance.

Proposition 5: Burnout among employees during COVID-19 negatively influences the

emotional turmoil, the employee assistance policies and practices which includes regular counselling and therapy sessions, crisis awareness programs, and provision of psychological resources such as social support and feedback may help employees and organizations to survive and sustain in such perilous times.

Keywords: COVID-19, Burnout, Emotions, Employees, Depression, Organizational Performance, Stress

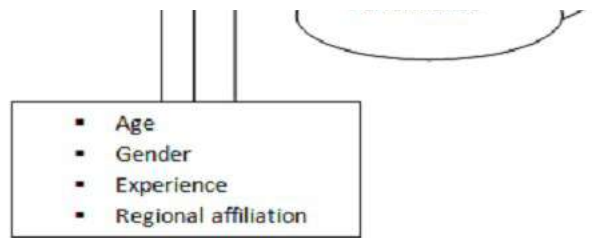
Impact of Workplace Diversity Management at Individual and Organizational level: A Conceptual Framework

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Mansi Babbar, *Delhi School of Economics, University of Delhi, India*

Purpose and Aim of the Study: Diversity as an area of research has been prevalent in various domains such as psychology and sociology but it has received less academic attention from management scholars. Workplace diversity refers to differences in individual employee characteristics and attributes on the basis of various dimensions such as age, gender, race, ethnicity, religion, tenure, nationality, education, and regional backgrounds. It is witnessed that the globalization, migration of people for better opportunities, economic transformation, and socio-cultural changes has brought diverse people together under the same roof. Such changing demographic dynamics in the workforce has necessitated the organizations to re-design their cultures and re-think their values, norms, and belief systems to accommodate and accept diverse identities with diverse perspectives. Thus, the present study endeavours to explore the impact of workplace diversity at individual and organizational level and aims to identify direct and indirect consequences of diversity at the workplace.

Research Methodology: The study employs a scoping review and documentary research approach from multiple renowned databases such as Scopus, Jstor, Wiley, Routledge, Sage, Elsevier, and Springer. As research in diversity gained momentum in the late 20th century, therefore relevant articles were searched for past 20 years i.e. from 2000 to 2020. The keywords used for searching the databases were "Workplace diversity", "Workforce





Source: The authors

Figure 1: A conceptual model

Proposition 1: Workplace diversity is positively related to job satisfaction.

Proposition 2: Workplace diversity is positively related to organizational commitment

Proposition 3: Workplace diversity is positively related to performance.

Proposition 4: Job satisfaction mediates the relationship between workplace diversity and organizational effectiveness.

Proposition 5: Organizational commitment mediates the relationship between workplace diversity and organizational effectiveness.

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individuals working together and eliminate any friction and conflicts resulting because of such diversity.

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Strategic Alignment, HRM Practices and Digital Innovation: An Empirical Approach

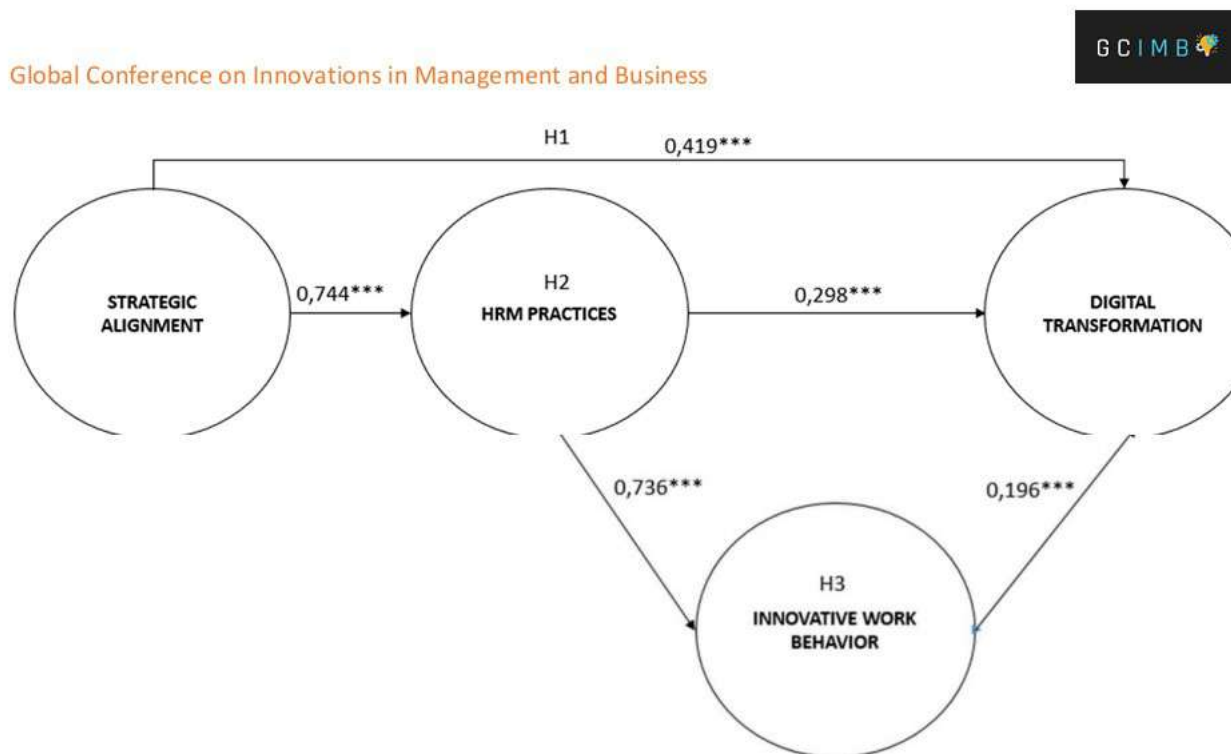
Álvaro Nicolás-Agustín, *University of Murcia, Spain*

Daniel Jiménez-Jiménez, *University of Murcia, Spain*

Francisco Maeso-Fernández, *University of Murcia, Spain*

Purpose: This research studies the role of human resources in the implementation of digital transformation. Our arguments suggest that for personnel to be a key asset in digital transformation processes, a strategic alignment is necessary to drive the company towards these objectives. **Research Methodology/Design** To collect the information, an electronic questionnaire was distributed among a population of companies with more than ten employees located in the southeast of Spain during 2020. To improve the response rate, different business associates were contacted who presented the study and encouraged the involvement of their collaborators. The final sample is made up of 118 companies of different sizes and sectors. Seven-point Likert scales have been used for all measurements. The scales used have been those of (Li et al., 2021) for the strategic alignment; (Goswami and Upadhyay, 2019) for Human Resource Management (HRM) practices; (Sanz-Valle and Jiménez-Jiménez, 2018) for innovative work behavior, and that of (Verhoef et al., 2019) to measure Digital Transformation (DT).

The variables in this study are modelled as composites (Henseler et al., 2016b), since they are design constructs or artefacts that are the result of theoretical thinking (Henseler, 2017). Specifically, Mode A composites have been used for operationalising them. The



Research Implications: Despite the importance attributed to digital transformation in the company in the previous literature (Verhoef et al., 2019, Vial, 2019), it had not delved in the role of personnel management in its implementation. This study makes an essential contribution analyzing the partial mediating role of HRM practices in the relationship between strategic alignment and digital transformation. Fenech et al. (2019) has

highlighted the importance of knowing the HRM practices appropriate to DT, so v expanded the literature on specific HRM practices that facilitate DT processes and v discover that HRM practices adapted to this digital environment promote an innovati

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Predicting Applicants' Interest Level in Virtual Recruitment – An Analysis in the Post COVID-19 Scenario

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The Post COVID-19 scenario has brought the economies across the world to a standstill. The situation forced economies at the macro level and the people at the micro level to adapt to the new normal. Virtually every sector was affected by the pandemic. Education in general, and higher education in particular, is no exception to this fact. The students who are the important stakeholders in higher education, have to continue their learning process using the proven modes / using newer methods to adjust and adapt to the new situation. Internships and projects in a physical work environment of an organization was an opportunity for students to understand the real time scenario of an organization. Students are opting for virtual Internships and projects, since it is risky to have physical interface. Literature provides evidence for factors that make a good Internship but lacks focus on the prediction of the Applicant's interest level and factors responsible for it. Thus, it becomes imperative to predict the interest level of the candidates quantitatively for virtual internships to re-design the Human Resources Strategy of Recruitment and selection of Interns accordingly. Multiple Linear Regression was used to predict the relationships and factors that are dominant in contributing to interest level and was determined using Dominance Analysis. Understanding the need for internship opportunities among the students in this current scenario, where cross-stream education is in a boom is tough. One way that helps to mitigate this problem is to keep an eye on

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An Empirical Analysis on Role of HR Manager as Strategic Business Partner Using Structural Equation Modelling

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Purpose: Changing business environment, Globalization, effect of technology are making it essential for companies, to give higher priority on improving HR manager capabilities. Facing these different challenges, HR need to deliver the effective strategic insights to the business, improving the strategic capability of the HR is thus important. While many human resource managers are moving quickly into the broader roles yet others are still having a difficult time in adjusting to the new role demands and demonstrating the required capabilities in organization. HR managers, thus need to understand the business and fully accept the need to move away from traditional HR roles to strategic roles. Thus Human resource managers should act as "Strategic Business Partners". A

empirical analysis was done to know the impact of the factors which are influencing the strategic business partner role of HR manager. The different factors observed in the study are Leadership, Effect of technology, Organization culture and Proactive HR practices. The impact of these factors on the role of HR manager as Strategic Business Partner can be found out using Structural Equation Modelling.

Research methodology/Design: The research design is exploratory as well as descriptive. Data collection instruments used are structured questionnaire and Personal Interview methods. Purposive and Snowball sampling design were applied. The data analysis was done through Structural Equation Modelling.

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Methodological implications:

- The study has filled research gap by identifying significant factors in HR literature.
- The study developed its own scale for Questionnaire.
- This study extended the understanding of theoretical relationships in the conceptual model by using structural Equation Modelling.

Managerial implications:

- The study results help the organizations to better recognize the factors contributing to the HR manager to act as strategic business partner.
- The results of structural equation modelling found that HR acting as SBP is a key factor to sustainable competitive advantage. Therefore, organizations must improve the capabilities of HR manager for sustainable competitive advantage organizations.

Keywords: Strategic business partner, Structural Equation Modelling.

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Adoption and Impact of People Analytics in the IT sector

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Purpose: People analytics has always been vital but the ability to use or analyse the data is often an under-resourced capability. There is a necessity to constantly keep a check on

the adoption and implementation of such new concepts to understand the future of the industry. Also, Covid-19 has affected the workplace, activities and employees. It is important to analyse the role of HR Analytics in better planning the HR processes and workforce management during and post pandemic scenarios. The present study aims to understand the adoption of people analytics in the IT organizations and the impact of covid on its implementation. It also aims to focus on the perception of HR executives towards using people analytics in general and in Talent acquisition specifically.

Research Design: Exploratory research design has been used for the purpose of this study. The reason for adopting exploratory approach is that the research seeks new insights into the subject of HR analytics and the topic is new or there is not much previously published material on the topic. For an in-depth study about companies' experiences of their HR Analytics adoption and implementation process, semi-structured interviews are conducted with HR managers of eight IT companies. The perception of HR executives towards using HR analytics is surveyed with the help of a questionnaire designed for the purpose of the study. Purposive and snowball sampling methods are used in choosing the sample respondents. The collected data has been analysed using content analysis and descriptive statistics.

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Keywords: Human Resource Analytics, People Analytics, Pandemic, Talent Acquisition, HRA adoption.

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Changing Contours of Diversity, Equity and Inclusion Strategies in a Hybrid Workplace

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Daleep Parimoo, *Sharda University, India*

Purpose: The Covid -19 pandemic and the subsequent governmental lockdowns resulted in the organizations offering flexibility to employees to work onsite or remotely, leading to the emergence of a hybrid workplace. Despite the organization's rapid response to their diverse employees, they are still struggling with the multitude of challenges posed by the pandemic. Hence, this volatile environment has given rise to a need to relook the organizations' DEI strategies to manage human capital different from the traditional approaches used until now. This paper aims to propose a framework that can help the organizations cater to changing contours of DEI in the new hybrid workplace.

Research Methodology/Design: A review was conducted in terms of reported interviews of industry experts, literature review, articles, blogs, and industry reports to garner the DEI issues that the organizations face in this hybrid workplace model.

Major Findings: The organizations have realized that they have to provide fair and equal opportunities to all their employees irrespective of their working mode, develop resilience against external upheavals and cater to new workspace dynamics. The strategy has to be created to allow people to bring themselves entirely to work, whether physical or remotely or from a work from home environment. This paper thus proposes a framework for DEI in the hybrid workplace model.

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strategy aligning to their organizational culture and values moving it from a business strategy to a people strategy. The effort should not stop when a particular issue is resolved but refocusing on preventing such issues in future is required. Thus, creating a scaled and purposeful customized DEI strategy ensures a sustained competitive advantage for the organization.

Research Implications: This framework can serve as a guide for the organizations to help in building a DEI strategy in the new hybrid workplace model.

Keywords: Hybrid Workplace, Diverse Workforce, Diversity, Equity, Inclusion

The Impact of SHRM Practices on Employer - Employee Relationships in Organizations- A Conceptual Study

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In the modern business world, SHRM practices affect the overall performance of the organization to a great extent. Most often, employer-employee relationships may contribute to the achievement of organizational goals or otherwise. The type of relationship built in an organization may affect productivity negatively or positively. A good employee-employer relationship in the organization goes a long way in increasing the productivity as well as overall efficiency of the organization. Strategic HRM has a significant positive relationship with the operational performance in the organization. The core intention of SHRM is to achieve organizational goals through employees or see them as a strategic element of the organization for the acquisition of competitive benefits. Concepts like new realism, traditional collectivism, individualized HRM and the Black hole have gained importance in modern organizations apart from effective communication, recognition and Employee engagement. A good communication between an employer and its employees is imperative for building a positive work place culture. In order to improve the work performance, an employee must receive feedback, both positive and critical. Gratitude and appreciation are also very important. This study aims to present evidence-based information on the importance of the employer-employee relationship towards the growth of a business. The methodology employed is conceptual in nature, with first

A Study on Early Turnover among Employees in the Private Sector

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Employee turnover concerns HRM and business as it is costly to replace employee and ensure continuity in productivity, performance, and customer experience. 'Early Turnover' is an emerging problem in organizations that questions the effectiveness of recruitment and onboarding process. Recruitment teams are forced to start afresh again to replace employees who leave so early with or without notice. Discussion on early turnover continues to find place in narratives and anecdotal references, however, limited work was found in mainstream business magazines and literature relating to the causes of turnover and the ways to retain the employee. Hence, this study attempts to define, describe the phenomenon of early turnover and to identify factors that force

to define, describe the phenomenon of early turnover and to identify factors that force employees to leave organizations for both voluntary and involuntary means of exit. A questionnaire was administered among employees of private organizations soliciting reasons for leaving early, the goals and distractions from the main stream of work. Key findings, conclusion drawn and implications to HRM and leadership are discussed in this paper.

Keywords: Employee Turnover, recruitment, Early Turnover, onboarding, HR practices, employee experience, voluntary exit

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Employer Branding to Leverage Employee Retention through Sequential Mediation Model: Evidence from Indian IT Industry

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Purpose: The paper aims to extend employer branding research by investigating the role of job satisfaction and organizational identification as predictors of employee retention and their mediating role in the relationship between employer branding and employee retention. The researchers have enriched social identity and social exchange theory as theoretical paradigm, examining antecedents of employee retention. The study has extended the foregoing direct or simple mediation models by integrating social identity theory and job satisfaction in a sequential mediation model.

Research Methodology/Design: A cross-sectional survey is utilized to gather data from 352 employees working in the top Indian IT organizations. Hypotheses were tested and analysed utilizing SPSS PROCESS Macro.

Major Findings: The results reveal that employer branding is positively related to job satisfaction, organizational identification, and employee retention. The analysis provides support for the mediating effects on employee retention of employer branding, through job satisfaction and organizational identification. In addition, results also provide support for the serial mediation model, where employer branding was found to exercise its influence on employee retention via job satisfaction and organizational identification in a sequential manner. The findings connote that the enhanced positive identity

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CSR and Corporate Brand Image: The Mediating Role as Employee Faith

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Corporate Social Responsibility is an important aspect in building brand image of any business organization. This article mainly focuses on the importance of CSR in building brand image of organization. Most of studies done by scholars and researchers are related

to history of corporate brand image, but the basic process of corporate brand image rarely prospect. An empirical study on 180 employees working in automobile organization in India is conducted. From the literature review the conceptual framework has been framed along with the hypothesis which states that CSR activities adopted by the organization leads to development of belief in the employees of the organization that ultimately leads to building up the brand image of the organization.

The findings of the study states that CSR activities adopted by the organization will lead to faith development among the employees and also increases the brand image of the organization. Researchers of the study suggests that organization must ensure that employees of the organization should be aware of the CSR activities adopted and that helps in gaining maximum benefits from CSR and also the organization should embrace the importance of CSR activities adopted among the employees so that it benefits as they are positively influencing its stakeholders and the firm itself. The study also has future implications for researchers working in the CSR area. Researchers can investigate other mediating variables that can explain underlying process between corporate faith and CSR. This study can also be done in other sectors to improve the findings generalization.

Contemporary and Significant Factors Affecting Green Purchase Intention and Behaviour

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M. Ravinder Reddy, *National Institute of Technology Warangal, India*

Purpose: The purpose of this paper is twofold: first, examining the recent empirical research to identify the factors that affect the Green Purchasing Intention, and second identify the determinants that influence the Green Purchasing Behaviour of the consumer's worldwide. This paper intends to find the variables that had been most used in the recent years which are under explored and needs further exploration.

Research Methodology / Design: This study presents a review of empirical articles on consumer green purchase Intention and behaviour published in reputed academic journals from 2010 to 2021. The year 2010 was selected as the first year of inclusion. Studies were collected by performing an electronic search of the Taylor and Francis Elsevier, Emerald and Wiley Online Library publisher databases. These databases were chosen to ensure the inclusion of only high quality studies.

Major Findings: From the results of this study, numerous factors affecting consumer green purchase Intention and behaviour were identified. Some of the variables that are relatively new are Sustainable/Natural Environmental Orientation, Government and NGO Initiatives, Social Media Marketing, Altruism, Religious Values, Moral Identity, Social Media Usage, Social Environmental Norms, Green Habit, Personality Traits, Liberalism, Green Culture etc. The mostly explored and significant factors include

ment to tailor their product offerings and formulate marketing strategies to encourage green buying behaviour.

Keywords: Green Purchase Intention, Green Purchase Behaviour, Factors, Green Attitude, Green Marketing, Green Consumption, Green Products

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Customer Satisfaction and Requirement Analysis towards E-vehicles using Kano Model : A Pilot Study

Rusha Sri Y, *National Institute of Technology Warangal, India*

PRC Gopal, *National Institute of Technology Warangal, India*

In order to prevent the pollution and control the effect of greenhouse gases, there is growing attraction towards electric vehicles in the recent days. In addition, increasing petrol and diesel prices in India, commuters are showing interest on electrical vehicles. Hence, demand for the electric vehicles is growing rapidly over the recent years and it is expected that there will be an exponential growth in the demand in next five years. At the same time, it is also crucial and challenging for automobile organizations to meet society or customer demand. Hence, It is important to understand the needs of consumers which leads in analyzing customer satisfaction for development of new products and services. Keeping this view, authors conducted a pilot study, for this considered regular travellers of two and four-wheeler in southern part of India. Kano model is used to analyze thirteen key needs of commuters and depicted into three dimensions, which helps in better understanding of customer needs. The results indicate that majority of the travellers considered as battery with standing capacity and service as a must requirements and price is considered as an attractive dimension. The complete results are represented in the quadrant graph.

Keywords: Electric vehicles, Customer Satisfaction, Customer Needs, Kano Model

Prediction of Customer Satisfaction Through Online Reviews for Eco-Friendly Products

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PRC Gopal, *National Institute of Technology Warangal, India*

Through a rapid advancement throughout the IT industry, a rising majority of online ratings are being published on a regular basis. These reviews could be a valuable source of information for determining customer satisfaction. In the age of e-commerce as well as business intelligence, online reviews provide tremendous value to the business. Textual ratings have always had an open framework, and the technical side, notably linguistic qualities of online textual reviews, is largely unexplored. Keeping this view, based on the signal theory, customer reviews act as signal which help us estimate the overall customer satisfaction of particular products to future potential buys. Using a sample of 1,111 reviews from Amazon.com, for 11 eco-friendly products, this study predicts the overall customer satisfaction using the technical attributes of the reviews. The results indicate the relative importance between each and every attribute. It also demonstrates the link between the linguistic structure of online consumer reviews and customers' overall satisfaction.

Keywords: Online textual reviews, Eco-friendly products, Customer satisfaction, Technical attributes, Textual analytics

Why Do Farmers Purchase Chemical Pesticides? An Emerging Nation Context

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Sagar Chandakavate A, *Deshpande Foundation, Hubli, Karnataka, India.*

Background and purpose of the study: Use of chemical pesticides has enough of negative effects both on human health as well as the environment. Despite the fact that chemical pesticides are expensive and dangerous to both environment and human health, analyses are of the views that farmers in emerging nations will continue to use pesticides. Moreover, in emerging economies chemical pesticides are used in vulnerable manner. Developing economies like India, for instance, are facing problems with increased consumption of chemical pesticides to improve yield, as there is reduction in the total arable land per capita, due to urbanization, and growing pressure to meet the food and fiber needs of increasing population. According to the report by Markets and Research

database, the size of Indian pesticides market was nearly Rs.197 billion in 2018 and expected to reach a value of Rs.316 billion by 2024 at a CGAR of 8.1% during the period 2019 to 2024. These statistics indicate the upward trend in the sales of chemical pesticides. Since the sales of chemical pesticides are the key indicators of their consumption, it becomes important to understand why farmers purchase these products, in the first place, in order to control the consumption of these chemical pesticides. So far, most of the studies have focused on understanding the driving forces behind why farmers – use pesticides, comply with recommended standards of pesticides usage, reduce the

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Findings: This study is a working paper. Hence, the results would be presented from the collected data at the time of paper presentation in the conference.

Implications: This study would provide implications to the policy makers and to some extent to the managers handling marketing of the counterpart of chemical pesticides which enables them in taking appropriate steps to reduce the consumption of chemical pesticides by farmers and promote use of eco-friendly pesticides.

Keywords: Farmers' purchase behavior, farmers' intentions, chemical pesticides, theory of planned behavior (TPB), structural equation modeling (SEM).

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Buying Behaviour of Consumer in Pandemic Conditions

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Pandemic is a health calamity in human life that is either caused by Virus or Bacteria, as a result the normal course of life gets disturbed, so far many pandemics occurred in the world. Spanish flu. Ebola and diarrhea so and so on. Any pandemic that threatens the

human beings, as loss of job, insecurity, illness, physical and mental agony. Infectious diseases caused by viruses have an enormous impact on health, income, education, employment and major fatality was a death and all these have adverse effects on socio-economic conditions of nations. Therefore, potential treatment initiatives and approaches need to be developed. First India has taken necessary preventive measures to reduce virus transmission. Second, ICMR and Ministry of AYUSH provided guidelines to prevent virus transmission. Lockdown has been imposed in India, to prevent spread of coronavirus, the lockdown has multifaceted impact on various sectors, such as manufacturing, trading, construction, and transportation etc., majority people were dependent on these sectors for their livelihood. At this juncture the very nature of buyer changed, focus shifted from shopping goods to essential and immunity boosters, a survey is conducted to know the buying behaviour of consumers, the major influencers and shifting of buying focus thus survey revealed people buying pattern changed saving scaled up, a fear still haunting the buyer not to make certain buying. Thus it is concluded that buyers have bounced back to essentials and health care.

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A Proposal to Bring Back Customers to Organised Retail Stores during Post Pandemic Period

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Retail industry has been going through a lot of challenges during Covid 19 pandemic all over the world. Organised retail already lost the majority of their customers. Indian customers have started preferring small, unorganised stores rather than big department stores, supermarkets or malls. Local kirana stores have gained importance. A large number of customers shifted to online shopping too. Organised retailers started losing profits. The purpose of this research is to understand the current scenario and to find out areas to be given importance based on perceptions of customers in different retail stores for shopping. This paper is an attempt to identify efforts required by retailers to get back their customers during the post pandemic period based on analysis of data collected through survey among customers in Bangalore.

This research aimed at understanding the current scenario and to identify areas to be given importance by retailers based on perceptions of customers. The required data was collected through questionnaire. It was found that Covid 19 pandemic and lockdown have changed consumer's perception towards retail shopping. The study reveals the following change in customers' behaviour pattern.

- (a) Majority of consumers preferred local kirana stores as they did not want to enter departmental stores or supermarket.
- (b) Some customers who had the habit of using cash transactions to buy groceries at

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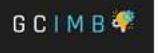
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trained about best practices in safety and hygiene to make sure maximum safety for buyers. Customers, while accessing physical stores, should be able to spend minimum

time inside stores but without compromising on satisfaction of shopping in person. Retailers could also give sufficiently detailed information about merchandise online, so that customers can visit the store with specific products in mind. Doorstep delivery of quality items and making digital payments easy should be given priority. Analysis of data helps to rank these parameters which are useful for retailers to formulate strategies to bring back customers to organised retail during the post pandemic period. This research gives scope for future research on retention of customers after bringing them back to brick-and-mortar departmental stores, supermarkets, or malls.

Keywords: Organised Retailers, Customers, Kirana Stores, Covid 19, Post Pandemic.

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Country-of-Origin and its Impact on Brand Equity and Purchase Intension

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The main goal of this study is to investigate the impact of country of origin on brand equity and Purchase Intension among Automobiles. When competing in the market, marketing managers should be aware that the country of origin has an effect on the consumer's perception of Brand Equity and Purchase Intentions. The aim of the research is to gain a deeper understanding of the relationship between country of origin and brand perception and equity in the product categories of automobiles. A conceptual model was created wherein the relationships between the constructs brand's country of origin, brand equity dimensions and Purchase Intension were hypothesized. All hypotheses were tested using linear regression after the collection of data from respondents. Brand country of origin has a direct and significant impact on the Brand Equity dimensions: mainly perceived quality, brand loyalty, brand association, and brand awareness according to the findings. The study suggests that while developing their branding strategies, marketers and producers should carefully consider the impact of brand country of origin on brand equity dimensions.

Objectives of the Study: The key objectives identified for this research are:

To identify the dimensions of brand equity, purchase intension and the country-of-origin

image of branded products influenced purchase intension. Country-of-origin would have to be considered by brand managers when promoting their products globally as they have a strong relationship with brand value, they must also effectively control their brand equity dimensions (Alvarado-Karste & Guzmán, 2020). From the foregoing discussion, it can be inferred that the country-of-origin image is one of the most significant factors in the consumer decision making process for automobiles. This means that organizations should invest in brand awareness initiatives such as ads, marketing, and brand building programs in order to ensure profitability, thereby promoting the reputation of the brand's origin country.

Future research on this important topic may include moderating influences, such as tradition, culture, and consumer psychographics, which have a major impact on consumer attitudes and perceptions. Moreover to assess the feasibility of the proposed model, the research could be applied to other sectors such as services, consumer durables etc.

Keywords: Brand Equity, Country-of-origin, Purchase Intension, Automobiles

Dynamics Prompting Consumer Buying Behavior towards Green Purchasing and Sustainable Living

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Purpose: The rise in environmental degradation, global warming sustainable living is no more a mere political policy term but instead a lifestyle the millennial wants to adopt. Many millennials now want to avoid products that might directly or indirectly cause any kind of environmental issues. Ranging from reduction in carbon footprint by cutting down meat consumption and shifting to plant based diets, adopting a zero waste lifestyle, learning to reuse product packaging by up scaling them into something useful, people now want to bring about a real change in their lifestyle. The pandemic has led to an increased population trying to focus on healthy eating and changing the lifestyle. Youngsters on Instagram and YouTube are also helping consumers in developing sustainable lifestyle by solving their queries and video blogging their own experiences. Similarly, brands have also started embracing the global trend of sustainable lifestyle.

Summary, brands have also started embracing the global trend of sustainable lifestyle by introducing green product line in their existing segments. With this, the brand would have to understand the growing market, their preferences and more in order to position their products in the right way. The majority of recent research focused only on the overall aspects of sustainable living and did not look at the impact of it on Indian consumers.

Research Methodology: This study attempts to analyze the impact of covid-19

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awareness, which would help capture consumer's attention. Since a majority, number of consumers are keen on learning more about environmental issues this would help the brand generate good awareness campaigns around the green products launched by them. The significant factors that played a major role for consumers in purchasing green food or organic foods regularly were environmental consciousness, health consciousness, family structure, social influence and perceived attributes.

Future Implication: This study finds a positive future of green products in India. We have observed that consumers with higher earning capabilities tend to spend more and shop regularly. In addition, consumers when coming to factors that matter to them in purchasing eco-fashion seem to be keener on the quality of the apparel followed by the price and choice of styles. In order to increase revenue in sustainable apparel section brands can focus on developing clothes keeping in mind the quality of the apparel as this is of highest importance to the consumers. Followed by which brands can introduce more choice of styles too in eco-fashion section to attract more customers. We have observed that consumers are interested towards sustainable lifestyle majorly because of altruistic values such as moral and ethical values. This factor is more satisfactory to a consumer's ego along with genuine interest towards bringing a change in their lifestyle.

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The Valued-added shrimp-the way forward for the Indian Shrimp Industry to sustain Competition in the Global Market-Perspective Review

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G. Jothi, *Annamalai University, India*

Shrimp farming has been a huge success story for India from 2011 to 2018. With this success story, India has become the second largest farmed shrimp producer in the world after China. However, India is still facing increasing challenges in the global market with

three market forces namely limited valued added processing capabilities, lack traceability and low productivity. Most of the shrimp in India undergo basic processing and are sold to other countries for further value-added processing and reexport. The value-added shrimp products can be an innovative product like natural bonded shrimp in a new package, eco-labelling, a new cut, ready to eat, ready to cook, ready to fry, thaw and eat, heat and serve, etc with multiple formats, shapes, dimensions and flavour. There is also great demand for valued added shrimp in the global markets. The value added shrimp products are more profitable with better realization of foreign exchange earnings and high unit value. The Earnings Before Interest and Taxes (EBIT) for frozen shrimp with minimum processing is about 8%, whereas value-added processed shrimp's EBIT margins are around 20%. India's limited value-added processing capabilities are losing this revenue opportunity. This lost revenue opportunity limits the industry's overall profits. India needs shift to value-added products to tap into new markets, build even stronger competitive position and become a leader in the global market. If India

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The Study of Digital Marketing: Transforming the Future of Sales and Marketing

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Today, Marketing is powerful instrument and acts as a catalyst in overall business development of company. In the era of digitalization, the digital marketing has created new opportunities for business marketing and brand promotion. Digital marketing is an umbrella term for the marketing of products or services using digital technologies, mainly on the Internet, including mobile phones, display advertising, & any other digital medium. The way in which digital marketing has developed since the 1990s & 2000s has changed the way brands & businesses utilize technology & digital marketing for their marketing. Online marketing campaigns are becoming more widespread, as digital platforms are increasingly incorporated into marketing plans, & as people use digital devices instead of going to physical shops. Online marketing includes social media, word ads, banner ads, video Advertisement etc. Like other forms of market, internet marketing has its benefits & pitfalls. The ability to precisely target consumers & measure the effectiveness of marketing strategies are the major advantages of online marketing. On the internet the level of consumer exposure varies greatly unlike traditional media like newspaper billboards, Visibility is the primary prerequisite for online marketing, traffic cannot increase if people don't know about the company & its products or services.

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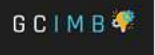
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Antecedents to Tourist Intentions driven by Data Assisted Decision Making Style

Intention to execute purchase behaviour and decision making are very interesting and important constructs in consumer behaviour and marketing research. A gamut of literatures has highlighted about complex consumer buying behaviour being influenced by the relationship between web atmospheric cues and consumer decision making process in the context of online marketing. Creating a conscious virtual space with an objective to deliver fascinating online experience to cyber consumers is a very critical factor for generating competitive advantage. A few studies have also highlighted that the virtual landscape evokes impulsive buying behaviour among consumers. Consumer navigation behaviour in online platform creates a state of flow and the objective of the marketers is to generate flow opportunities which would thereby impact the decision making process of the consumers.

Purpose: This paper aims to investigate the antecedents to intention formation due to data assisted decision making style in pre-trip planning phase. The purpose is to study the existence of phenomenon of automatic and impulsive response to displayed data and its impact on execution of intention by potential tourists towards trip planning. Considering destination image attributes associated with destination attraction, the study also proposes to study the intersection of impulsiveness on data assisted decision making style in pre-trip planning phase formed during web navigation flow.

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destination data they come across by following online trends, reading online reviews and viewing online ratings. No impact of impulsiveness was found to intersect the relationship between decision making style and destination image attraction.

Research Implications: The implication of this study shall be reflected in formulating a digital promotional strategy highlighting tourist destinations value proposition. The findings outlined in this study will help to counter the automatic and routinised response to data assisted tourist choice behaviour. The future scope of this study can be to develop a comprehensive approach to investigate the behavioral finance domain associated with tourist's choice of selection in availing accommodation, amenities and accessibility using machine learning and deep learning techniques.

An Analytical Study on the Utilization of Eco-Friendly Cars in the Perspective of Sustainable Supply Chain Management in Automobile Industries

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Purpose: The automobile industry has been widely accepted as a major influencer in the growth of country's economy and an important contributor to the global market as well. It is also been considered as a capital-intensive industry with the scope of vertical integration and economies of scale. In the present time, the organizations in the automobile sector are playing a leading role in imparting the idea of sustainable development in the area of productions, operations, supply chain and other fields. The typical cars emit carbon dioxide and many other harmful chemicals that are hurting the environment and human health. With global warming and health concerns on the rise because of the substance's cars produce, it is important to study the market environment friendly vehicles together with other related variables.

Research Methodology/Design: As consternation over the environment, energy saving aspects and green gas emission have grown exponentially, there is a strong need for greening of the world's transportation system. Sustainable supply chain management in the context of eco-friendly cars is a new concept with two-dimensional approach, which is apparently a new concept in the recent trends. This research concentrated on the supply chain management aspects of eco-friendly cars.

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As this study includes multifold objectives, it has enumerated several other aspects including the comparison and the drawbacks of present petrol and diesel used vehicles with that of electronic vehicles, and also the factors that are responsible for selecting an eco-friendly car instead of a petrol- or diesel-fueled car. Finally, this study has evaluated the present scenario of eco-friendly cars in regards with supply chain and sustainable developmental aspects.

Research Implications: Sustainability is one of the key drivers for this paradigm shift in the automobile industry. This study will have significant impact on the society through the awareness and growing concern for environmental issues and on the strategy and policy makers of the automobile industry, and will be able to bring attention of the government as well when it comes to implementation.

Keywords: consumers' perception, cost effectiveness, eco-friendly vehicles, exploratory research, supply chain management, sustainable development

MSME Borrowers of Commercial Banks: A Study on Customer Satisfaction

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Namrata Pancholi, *Amity University, Noida, India*

Purpose: Micro, Small and Medium Enterprises (MSMEs) form a substantial section of an economy. The MSME enterprises generate huge employment opportunities and require lesser amount of capital vis-à-vis large industrial units. They help in equitable distribution of income and wealth among people and reduce regional disparities in economic development of the country. Data show that in terms of their number, manpower employed and contribution to the economy, MSMEs have a significant presence in all countries – irrespective of their size and developmental status. MSMEs have considerable dependence on the banks for their financial requirement and day-to-day transactions. This is more so in the countries like India, having large population and capital shortage. The MSME entrepreneurs can prosper only if they get required support from the banks and they are fully satisfied with the banking services. The purpose of the study is to find out the customer satisfaction level of the MSME borrowers for obtaining credit facilities and making general transactions with the commercial banks.

Research Methodology/ Design: The study is being carried out in respect of five important factors, viz. Timeliness, Process, Services delivered, Reliability and Charge on the basis of primary data collected from the MSME borrowers of commercial banks.

by paying more attention to the important factors. With the banks improving the services on the identified parameters as per conclusion drawn in this study, MSME borrowers will be the biggest beneficiaries. The MSMEs are very useful for a country like ours, as they use lesser capital and provide more employment and also help in decentralization of wealth. With increase in the prosperity of this sector, the society in general will become more prosperous.

Keywords: MSMEs, Banks, Credit, Financing, Customer Satisfaction

New Strategies Implemented by The Warangal Durrie Weavers During Pandemic Period-A Case Study

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Purpose: This study attempts to identify the ups and downs faced by the durrie weaver under co-operative societies, Warangal district, this study explores various new marketing strategies used by the durrie weavers during the COVID-19 to enhance the sales.

Design/Methodology/Approach: In the study, semi-structured interviews are used to collect information from the officials of handloom department, Warangal. This research has collected the primary data based on a survey conducted for weavers associated with co-operative societies, Warangal district with the help of a structured questionnaire. Convenience sampling was used to gather the primary data with 100 respondents. The statistical tools used to analyze the present study are Henry Garrett ranking technique and percentage analysis.

Findings: This study identified the critical marketing strategies which changed the lives of some durrie weavers during this COVID-19 and to know the problems faced by the Warangal durrie weavers during the pre-pandemic era.

Research Limitations/Implications: The study gives the progress of durrie weaving during a pandemic outbreak in the area of Warangal district. Handloom industry is a very important sector after agriculture, handloom products record good sales but the Warangal durries are not attaining that point of sales. So, the findings may not be

An Empirical Analysis on the Crucial Role of Segmentation: The Key Success in Telecommunication Industry

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Soumya Mukherjee, *Techno India -Hooghly, India*

Mrinal Kanti Das, *Kanchrapara College, India*

Rama Koteswara Rao Kondasani, *National Institute of Technology Silchar, India*

Purpose: Market segmentation allows marketers to better understand their target audience by focusing on key geographic, demographic, psychographic, and behaviour factors. This word has grown in use as the market has become more unpredictable and sophisticated over time. Marketers have no choice but to gain a better understanding of their target market. To stand out in a volatile market, for them, fragmentation is the only way out. As a result, segmentation has become critical in today's highly competitive industry. The desire for telecommunication is a leading indicator in this regard, as the phrase smartphone has shattered society's entire conservative shackle. The telecommunications business is one of the most dynamic in the world today. Marketers may use segmentation to not only develop but also flourish in their businesses. This study investigates the many clusters that exist in the telecommunication business, taking into account the hard core reality. This study will offer light on the function of variables determining a cluster's identity and how one set differs from another.

Research Design/Methodology: The study is empirical, and interpretation is being done based on 451 respondents. Data collection was carried out utilizing the Delphi approach.

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clusters i.e. Cluster 1 as Budding Talent, Cluster 2 as Accomplished Citizen and Cluster 3 as Matured Citizen and the distance from each cluster.

Research Implication: This study is limited to four variables. It would have been better to manage to include other variables and give a definite shape to the research. In exploring these clusters, we may briefly develop an idea about how the needs and wants are shifted considering the age in Telecommunication Industry.

Keywords: Market segmentation, Smart Phone, Cluster Analysis, Purchasing Decision Promotional Strategy

Impact of Service Failure Type and Severity on Consumer Forgiveness: A Study on Interaction Effect of Relationship Type

Jatinderpreet Kaur Bath, *Panjab University, Chandigarh, India*

Purpose: The paper seeks to investigate, in a context of service failure, how consumer forgiveness is affected by service failure type and severity, and how relationship type moderate these relationships. **Design/methodology/approach** – A comprehensive model based on mental accounting theory and prospect theory is proposed to examine how service failure types and magnitude influence consumer forgiveness. This research tests a novel model using data collected from 200 respondents in two 2 X 2 between subjects design scenario-based experimental studies.

Findings: The results demonstrate that the consumers who are in a communal relationship with service providers demonstrate a higher level of consumer forgiveness relative to consumers in an exchange relationship. In study 1, interaction effect is four between relationship type and service failure type on consumer forgiveness. It is four that the consumers in a communal relationship who are affected by a process failure are the consumers in an exchange relationship who are affected by an outcome failure demonstrate lower consumer forgiveness. In study 2, the interaction effect is four between relationship type and severity of a service failure on consumer forgiveness. In case of severe service failures, the consumers in a communal relationship demonstrate lower level of consumer forgiveness relative to consumers in exchange relationships.

Research Implications: This research effort has made the conceptual and empirical contribution to the literature on service failures, consumer forgiveness, and relationships.

Consumer Forgiveness and Reconciliation: A Study on the Role of Post-Service Failure Employee's Behaviour

Jatinderpreet Kaur Bath, *Panjab University, Chandigarh, India*

Purpose: The purpose of this paper is to investigate the impact of post-service failure frontline employee behaviour on consumer forgiveness and reconciliation. The role of frontline employees in a service encounter is particularly important because being frontline boundary spanners in direct contact with the consumers (Barnes et al., 2015) they have huge impact on the quality of service delivered (Hartline and Ferrell, 1996) and service recovery after service failure (Maxham III and Netemeyer, 2003). Barnes et al. (2013) state that the critical part of any effective service encounter is how employees manage the consumer experience. Therefore, this study examines the effects of employee responsiveness, employee empathy and employee courtesy on consumer forgiveness and thereof the effects of consumer forgiveness on reconciliation.

Design/Methodology/Approach: The data was collected through retrospective experience sampling. The respondents were asked to recall and describe the recent service failure incident in which the respondents had forgiven the provider of inadequate service and this was followed by response scales. Respondents reported diverse service

failure incidents belonging to various industries such as beauty salons, restaurants, hotels, retail stores and car rentals. The proposed relationships were tested using structural equation modelling and to evaluate mediation effects, bootstrapping procedure bias-corrected with 95% confidence interval (with 2000 re-samples) was implemented.

Keywords: Consumer forgiveness, Frontline employee behaviour, Service failure Reconciliation

Factors Affecting Consumers' Preference on Soft drink in Nepal

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Now a days, soft drinks are commonly used and being popular all over the world. Product features are focused for promotion of the soft drinks because it plays the vital role to meet the customers' expectation. The aim of the present study was to examine the relation of packaging and taste on consumers' preference of soft drink. The present study is descriptive and causal in nature. Primary data was the main sources for the survey. The questionnaire survey with five point likert scale was developed for collecting primary data. This study targeted the college level students to have required data. 200 respondents were selected within Kathmandu valley adopting a convenience sampling method.

technique. Cronbach's Alpha analysis, mean, standard deviation, and independent sample t test and correlation have been applied to analyze and interpret the data and information. The study found that packaging and taste had positive relationship with consumers' preference of soft drink but gender has no impact on consumers' preference of soft drink. Packaging is the most important feature that adds plus point for attractiveness. So company should re-design the packaging model of the product to meet the consumer expectation.

Keywords: Product feature, ingredients, packaging, taste, and soft drink.

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Antecedents of Risk Perception and Travel Intention in the COVID-19 Era

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Ajay Kumar, *Sharda University, Greater Noida, India*

COVID-19 has affected even the strongest of the economies worldwide. Most of the industries are badly hit by the pandemic, and travel and tourism is among the worst hit industry. Both government-imposed restrictions, traveller's anxiety and fear of catching infection are the causes of this devastating impact on the industry. To revive this sector, an active role on the part of government and the industry is required. Vigilance and safe measures can instil confidence among travellers.

This study addressed a lacuna by evaluating an integrated model in the context of post-lockdown Travel and tourism industry. Therefore, the aim of this study is to examine the role of perceived vulnerability, perceived vaccine efficacy, COVID-19 perceived severity, and destination perception on risk perception and travel intention in the COVID-19 Era. The data were collected from Indian citizens who were accustomed to travelling before the outbreak of the pandemic. The survey was conducted using a questionnaire. The convenience sampling was employed to collect the data. 280 respondents were considered in data analysis. Existing scales were adapted to make it suitable for Indian travellers. We analysed using Structural Equation Modelling. The results of the study shows that perceived vulnerability and COVID-19 perceived severity are associated with

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Employing Technology to Deliver Superior Service: Addressing Challenges in the Hospitality and Travel Industry

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Purpose: The study focuses on the application of technological innovations as a source competitive advantage and for delivering superior customer service in the hospitality and travel industry. It examines the extant understanding of factors affecting consumer acceptance of and experiences with these applications and other challenges associated with the introduction of these innovations for enhanced service delivery.

Research Methodology/Design: The study is based on a review of extant literature on the application of Artificial Intelligence (AI) in the context of hospitality and travel and the major challenges that need to be addressed for effective utilization of technology for effective service delivery.

Major Findings: The study groups the various AI applications in the hospitality and travel industry into various categories including those related to enhanced customer service, personalized recommendations, planning and booking, and data analytics. Based on a synthesis of key research in the area, the study identifies a number of factors that impact consumer acceptance of AI-based applications including perceived ease of use, perceived usefulness, technological anxiety, anthropomorphism, perceived enjoyment, perceived intelligence, and social influence. It identifies several key challenges and issues in the application of these AI-based technologies which need to be addressed.

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aforementioned areas will draw the attention of researchers to further investigate necessary solutions to tackle them. The paper also suggests future research directions in the subject area.

Keywords: Artificial Intelligence (AI), Customer Experience, Personalization, Travel, Hospitality

Measuring Desire to Make a Difference in the context of Donation A Scale Development Study

Navjiwan Hira, *Panjab University, Chandigarh, India*

“Desire to make a difference” is a positive emotion which can induce one to donate. Desire to make a difference is largely recognized in the literature of “improving philanthropy” and later it was recognized that “desire to make a difference” is not empirically tested as yet but many fund-raising techniques are better suited to it. Among the various positive emotions which induce donation-behaviour, the literature has given a lot of attention to the “warm-glow” construct but “desire to make a difference” is a highly un-noticed construct which has a unique role in inducing donations. Also, over a period of time, literature has shown that positive-emotions can have a far greater impact on decision to donate as compared to the negative emotions impacting one’s decision to donate. Therefore, need has been felt to provide even more credence and robustness to the construct called “desire to make a difference” with respect to its role in the area of donations and philanthropy. To the best of researchers’ knowledge, no scale exists to measure desire to make a difference in the philanthropy literature and the present study is an attempt to bridge that gap. Firstly, the items for the scale were generated which were followed by data collection. Data were collected from 60 respondents through a self-administrated questionnaire using the technique of quota sampling from the states of Punjab and Haryana. The results of the present study show that the desire to make a difference scale has internal consistency, is reliable and uni-dimensional, and has convergent, discriminant, and nomological validity also. It was expected that desire

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How to Lessen Attitude-Behavior Gap? Evaluating Customer Perceived Values in Organic Food Consumption by Using Extended Model of Value-Attitude-Behavior

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Nawal Kishor, *Indira Gandhi National Open University, New Delhi, India*

Purpose: The main objective of this study is to understand how customer perceived values (hedonic, social and health value) motivates an individual to buy organic food in an emerging economy of India. The extended value-attitude-behaviour hierarchy (VABH) is used as a theoretical framework by including green purchase intention in the conceptual model. This study aims to examine the influence of dimensions of customer perceived value on green purchase attitude, green purchase intention and green purchase behaviour to assess the magnitude of the attitude-behaviour gap reported in previous research.

Design/Methodology/Approach: Data was collected from 202 respondents using a self-administrated structured questionnaire from National Capital Region of India through purposive sampling. The relationship among latent variables were examined by employing Partial least squares structural equation modelling (PLS-SEM).

Major Findings: The results showed strong support for the relationship between health value, hedonic value, social value and green purchase attitude, whereas health value was

found to influence green purchase intention and social value was found to exhibit strong relationship with green purchase behavior. Significant relationship between green purchase attitude, green purchase intention and green purchase behavior were confirmed in the study. The mediating effects of green purchase attitude and green

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Impact of Green Marketing towards Creation of Brand Image

Sukriti Verma, *Lovely Professional University, India*

This review paper discusses the concept of green marketing and its impact on building image of a brand in the mindsets of general public and enhancing awareness towards environmentally friendly products and services and its impact on consumer's buying behavior. The objective of this review paper is to examine the concept and elements of green marketing and brand image of a business and how the concept of green marketing affects the brand image which ultimately influences the consumption behavior of end users. The paper deliberately discusses evolution of the concept and related literature review to understand the key characteristics involved in the study of concept as a whole. The writer has briefly examined the theory of green marketing and its impact on brand image. The chapter concludes with positive result which shows that the companies and businesses have been successful in bringing broad awareness towards environment safety and have attained satisfactory acceptability of their brand and products/services in market comparison to non-renewable or high carbon emission products which ultimately strengthened the business standing and elevated consumption of environment friendly products/services.

Keywords: Environment, marketing, sustainable, branding, ecological, consumerism, conservation.

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The Dawn of Aesthetic Marketing and the Downside Road: Analysing the Impact of Aesthetic Appeal on the Purchasing Decisions of the Consumers Using Rotational Factor Analysis

Supreet Kaur, *Zakir Husain Delhi college evening, University of Delhi, India*

The aesthetic appeal of a product has the power to impact the mindset of the consumer. Aesthetics has the charisma to gain a larger foothold of the market by interplaying with strategic pricing techniques. Thousands and thousands of edible food products are left for decomposition in landfills not because of substandard quality or damage but owing to failing the test of aesthetic standards. The present study investigates the impact of aesthetic appeal on the purchasing decisions of the consumers. The study corroborates the previous studies in an advanced manner and analyses the fruits and vegetables

the previous studies in an advanced manner and explores the fruits and vegetable market for detailed insights. On the basis of judgemental sampling, a total of 15 responses have been obtained using a semi structured personal interview approach and analysed with the help of rotational factor analysis technique. A self-developed schedule was utilised to elicit the responses from the respondents on a 5-point Likert scale. The findings affirm the direct relation between aesthetic appeal and purchasing decisions of the buyers. Using Interpretative Phenomenological Analysis, responses of 10 local vendors were also analysed so as to provide an out and out framework. It highlights that the rise in aesthetic marketing is impacting the confidence of the local vendors and plunging sales were experienced especially in the pandemic situation. The study implicates the downside impact of the aesthetic marketing in the present state of scarce resources and accords the imperative for sustainable consumption.

Operationalizations and Moderators of Building Employee Commitment with Internal Branding- A Meta-Analytic Investigation!

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Purpose: This paper consolidates the research of the past three decades on a set of divergent operationalization of internal branding (Saleem & Iglesias, 2016) and its influence on building brand commitment among employees (Burmahn & Zeplin, 2000; Du Preez & Bendixen, 2015). Past attempts in the literature towards reconciliation and consolidation of internal branding measures had been qualitative at best (Rafiq & Ahmed, 1993; Saleem & Iglesias, 2016).

Research design and Methodology: A meta-analytic investigation is conducted to investigate the effect of internal branding on employee commitment; to identify the various constructs that operationalize internal branding (in the context of employee commitment); and to identify and test factors that moderate the relationship between internal branding (IBM) and employee commitment (ECM). The paper presents the findings of 59 primary studies comprising 208 effect sizes and 44 measures for internal branding, with a cumulative sample size (n) of 19,060.

Findings: Results reveal that among the operationalizations of IBM, 'Training and development (TDVs)' and 'Organisation support and culture (OSC)' show the strongest correlations with employee commitment. Other prominent measures for IBM are brand

The Role of Brand Image and Brand Extension Strategies on Brand Equity: A Study with Reference to the Banking Sector

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V. Rema, *Ramaiah Institute of Management, Bangalore, India.*
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In this dynamic and competitive business environment, banks have to focus on increasing the market share of their products and at the same time building the brand image. If a bank wants to understand how a customer perceives the services of bank they have to consider consumer-based brand equity determinants. Banks exploit the current brand value by targeting newer areas while continuing to expand in the market. By leveraging their brand assets, banks are entering the insurance, gold and diamond trade and other areas. Hence it is one of the main reasons because of which brand extension strategies approach has been used for introduction of new product of company to the market when a brand is already built and well known. This study attempts to understand the impact of brand image and brand extension strategies on brand equity with respect to the banking sector. For the study, a structured questionnaire was administered to 410 customers who use banking products. Statistical tests like correlation and regression was used to test the impact of brand image on brand extension strategies, brand image on brand equity and brand extension strategies on brand equity. Findings exhibit that the factor that drives people to switch the bank brands is the low interest rates provided by different banks. Also, respondents prefer to opt for that bank brand which responds and resolves complaint quickly. However, the study showed

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Assessing the Role of Food Safety, Nutrition Attributes, Value Attributes and Package Attributes in Consumers' Purchase Intentions of Organic Food Products

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Purpose: The demand for organic food products has constantly increased during recent times as consumers' preferences have shifted from conventionally grown foods to organically produced foods. The last few years testify that consumers' concerns for healthier lifestyles and environment care are driving forces for reshaping food buying intentions and their perspectives on organic food. The present study identifies the importance that consumers attach to food safety, nutrition attributes, value attributes and package attributes in attitude formation and intentions of purchase of organic food products. This study examines the underlying factors influencing organic food product purchase intentions in emerging market like India.

Research Methodology/Design/Approach: Given the limited insights provided by the literature into the phenomenon of interest, both exploratory qualitative and quantitative research approaches were deemed an effective means of exploring and examining the data collection for this study. In the qualitative research, semi-structured in-depth personal interviews with fifteen participants, who are volunteered for this study at organic food stores, was carried out to identify their subjective interpretative patterns.

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to achieve the marketing strategy for the growth of this sector. Findings related consumers' beliefs and perceptions of organic food products underline the level consumers' attitudes and purchase intentions of organic food products. Knowledge obtained from consumers' emotional and cognitive responses to food safety, nutrition attributes, value attributes and package attributes also enables retailers better understand what emotions and/or cognitions consumers want to experience, and when so as to tailor marketing strategies to satisfy the evolving needs and wants of discernible individual consumer segments. Several other theoretical and practical implications are discussed in the paper.

Keywords: Organic food, Food safety, Nutrition attributes, Value attributes, Package attributes, Attitude, Purchase intentions, India.

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Determination of Preventive Behaviour Intention to Chronic Diseases using Dietary Supplements: Application of Health Belief Model

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Purpose: Chronic diseases are conditions that last for more than a year, and which require continuous medical attention. The treatment adds a lot of costs to the individual. Dietary supplements provide vitamins and minerals which may slow down or prevent the progression of many diseases. The purpose of this study was to investigate the factors which influence intention to consume a dietary supplement to prevent chronic diseases with an adaptation of the theoretical framework of the Health Belief Model (HBM).

Research Methodology: The study uses a quantitative approach, which is a descriptive and cross-sectional study. We checked the use of dietary supplements in a residential welfare association having 310 households. The study includes all those adults (aged 20-60 years) who have consumed dietary supplements. Data was collected through a self-administered questionnaire created using Google forms. The questions were framed using a Likert scale ranging from strongly disagree-1 to strongly agree-5. Data analysis was carried on using IBM SPSS 23 software. The hypotheses were checked using multiple regression (MR) to determine which factors are leading to the consumption of dietary

supplements at a significance level of $p < 0.05$. MR was also run separately to identify the variables affecting perceptual differences across gender. The HBM independent (predictors) variables used in the study were perceived susceptibility, perceived benefits, perceived severity, cues to action, perceived barriers, extended with construct marketing.

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How Social Media Influencers Reputation Influence Consumer Motivation for Purchase: An Empirical Study in India

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Purpose: The area of influence of social media influencer reputation on consumer motivation to purchase is a very less explored area. Most of the studies are limited to the influencers influence on consumer attitude or intention or on trust, brand etc. But the area is almost unexplored. So, the basic purpose of the study is to contribute a little in this prime area. The study aims to explore the various constructs of social media influence reputation and their influence on certain constructs of consumer motivation to purchase. The associated purpose is to test the proposition of whether influencers have an influence (positive / negative) on consumer motivation to purchase.

Research Methodology: For the survey, the consumer motivation scale of I. Barbopoul and L.-O. Johansson and social media influencer reputation scale of Eun Ah Ryu and Eun Kyoung Han has been used. The survey sample size of the study is 350 out of which 300 replies deemed to become eligible for analysis. 50 responses were found with error or ineligible for different reasons. The survey was done online due to pandemic. Various demographical groups were considered, but active social media users were preferred. The data was analyzed through regression analysis.

Major Findings: The result from the analysis indicates that there is a direct influence of social media influencers reputation on consumer motivation for purchase, although limited to some of the constructs of consumer motivation of purchase.

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Influence of Social Media Advertisements on Consumer's Buying Behaviour: Empirical Evidences from India

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Rakesh Kumar, *Motilal Nehru National Institute of Technology Allahabad, Prayagraj, India*

Purpose: This study was conducted with the aim to study the impact of advertisements on buying behaviour on consumers of various social media. The research examines the effect of advertising on consumer attitude and purchase intention of different social media platforms as a whole.

Research Methodology/Design: Data were collected from 195 respondents using a structured questionnaire through online survey. Data were analysed using structural

equation modelling with Amos 20.0.

Major Findings: The Finding suggested that Hedonic Motivation, interactivity, formativeness, corporate reputation and social role & image were significant influencing consumer's attitude towards advertisements shown on social media platforms. Furthermore, attitude toward social media advertisement was found influence the purchase intention of the consumer.

Research Implications: Marketers should focus on making advertisements entertaining to create an image on consumer minds such that owning a particular product may provide pleasure. Advertising done should be such that it makes consumers feel that

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Impact of Covid-19 on OTT Platforms and Future Business Scope

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Purpose: The main purpose of the study is to understand the impact of the outbreak COVID19 on viewership of the (OTT), over-the-top media Platforms in India, and the future scope.

Research Methodology: The research is mostly based on primary data collected from survey (google forms questionnaires) and secondary data collected from various internet resources, focus was to understand the various factors that are affecting subscriptions OTT platforms and aspects that will aid for future business scope of OTT services.

Findings: Analysing the data from this study clearly shows that pandemic has definitely contributed to the rise in subscriptions of OTT in India, where the average time spent watching OTT also increased due to factors like cost, quality, content, convenience, exclusive shows but not only due to availability of time, the study also shows positive scope in future for OTT platforms, most of the subscriptions are from Tier 1 cities and at least subscriptions from the rural areas of the country. 86% of respondents who have actually subscribed OTT during Covid for various reasons are willing to continue after lockdown.

Research Implications: This study will help you to have a basic idea of Customer preferences and choices and major aspects to choose OTT and willingness to use OTT.

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Website Information Characteristics and E-Purchase Intention In Online Platform: A Mediation Analysis

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Purpose: It is noticeable that behavioural outcomes and e-purchase behaviour is a vast topic and predicting the e-purchase intention of consumers by considering website characteristics grabs the attention of academicians and practitioners in the recent years. Hence this study intends to examine how e-purchase intention of consumers is influenced by website information characteristics (organisation of information elements, personal innovativeness, and informativeness) with website satisfaction as mediating effect.

Research Methodology/Design: To fulfil this objective, a survey has been undertaken among students as they are the largest frequent e-shoppers in India. Around 500 questionnaires were administered to students, among which, a valid of 568 responses were returned back for further analysis.

Findings: The author disclosed that website information characteristics (organisation of information elements, personal innovativeness, and informativeness) and website satisfaction, e-purchase intention are related. Also e-purchase intention of consumers is also positively influenced by website satisfaction. The outcomes of mediation results indicate that website satisfaction positively affects the connection between website information characteristics (organisation of information elements, personal innovativeness, and informativeness) and e-purchase intention.

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Analysing Product reviews from E-commerce websites: Text analytics and Sentiment analysis approach

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Purpose: Product review is the most significant user generated content to understand the customer emotions. The study can help the manufacturers to understand the benefits, determinants and drawbacks of the product. Customer satisfaction is the main thing that organizations look forward to. This study is of substantial use for the businesses to acknowledge customers' approach and sentiments towards their product.

Research Methodology: A total of more than 8000 reviews from four different acclaimed e-commerce websites were collected. Text analytics was performed after cleaning of data. To analyse the product through the customer reviews, the corpus and the term-document matrix was used in varied forms. The qualitative data is explained through wordcloud, frequency plots, comparison cloud, commonality cloud. Hence, explaining the emotions and buying intentions. Sentiment analysis was done based on the NRC Emotion Lexicon.

Major Findings: Wordclouds and Text clustering reduce the difficulty in analyzing the text. From the wordclouds, we interpret the emotions of the customers who have purchased the product from various e-commerce websites. The hierarchical clustering

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An Empirical Study on Significance of Customer Relationship Management and Loyalty Programs in Retaining Customers - A Critical Review on Indian Retail Industry

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Customer is treated as king in a retail market; all the efforts are driven to satisfy the customer. Customer loyalty is a valuable asset to a company. To obtain the loyal customer and build relation with them, the entrepreneurs design a loyalty program. This article aims to provide a theoretical outlook on various approaches on a loyalty program in retail outlet in India. This literature will offer directives for managers, which are useful in the preparation of rewarding programs for customers. The impact of loyalty programs using financial and psychological factors to maintain long-term loyalty. Loyalty programs are a most effective tool in customer relationship management. Structured samples are collected from majorly four cities from India: Chennai, Bangalore, Visakhapatnam and Hyderabad. From which four retail lifestyle stores are taken like Shoppers Stop, Lifestyle, Pantaloon and Westside. Data is analyzed using SPSS software.

Keywords: Customer relationship management, loyalty programs, ECRM, Customer Retention, Personalization, VCRM, Customer Satisfaction and Retailing.

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A Study on Factors Influencing Green Purchase Intention: The Mediating Role of Green Scepticism

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Purpose: Recent review of literature on green products indicates the growing importance of the field amongst the marketing scholars. This research aims to study the underlying factors that influence Indian consumers' purchase intention toward green products. The conceptual model is based on the theory of planned behavior (attitude, subjective norm and behavioral control) and perceived extrinsic and intrinsic motives of the consumers study their intention to purchase green products. The mediating role of green skepticism has also been studied.

The relationship between attitude and purchase intention dates back to Ajzen's theory of planned behavior, 1991, which explains attitude, subjective norm and perceived behavioral control to be important factors in influencing purchase behavior. Numerous studies suggest attitude to significantly influence purchase intentions (Zhang & Kim, 2012; Yeo et al., 2017). The work of Liu & Mo, 2020 confirms the significant impact of attitude, subjective norm and perceived behavioral control on purchase intentions in the context of green products.

Consumers' perceptions about the firms producing green products also impact the decision to purchase green products. For this purpose, two important factors—extrinsic motives and intrinsic motives—have been incorporated in the study. A significant

relationship between consumers' perceptions of firm's extrinsic and intrinsic motives and their pro-environment behavior was reported by Romani et al, 2016. The reluctance

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Impact of Social Media Marketing on Consumer Behaviour

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Purpose: Companies all around the world have started focusing more and more on marketing their products and services for which they keep exploring new tools and platforms. One such means of advertisement that has recently gained popularity due to its massive reach is social media. Social media marketing is a powerful tool which if used effectively can impact the way the consumers perceive a product/service. Hence it is important for businesses to understand the influence of social media on their consumer base. The paper carefully explores how different social media platforms like Facebook, Instagram, Snapchat, Twitter and LinkedIn impact the consumers thought process when it comes to shopping. The different facets of social media marketing specific to the aforementioned social media platforms have been analyzed. The paper provides substantial reasons for businesses to consider social media marketing.

Research Methodology: The survey research method was used to collect data from Indian consumers about how social media marketing influences their buying behavior. A questionnaire in the form of a Google form was created and circulated among consumers. Other sources like published statistical reports, articles and journals were also used for reference.

Major Findings: Social media marketing plays a major role in gaining consumer attention and in spreading the word about new products and services that companies are launching. Due to the COVID-19 pandemic situation, people are not going to the market.

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Track: Operations and Supply Chain Management

The Level of Demand and Supply Risks in Supply Chains of Manufacturing firms

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Supply chains are the lifeline of human existence. The complexity of a supply chain has increased with supply and demand uncertainties, outsourcing and globalization. We live in a relatively unstable world on the one hand, and increasingly sensitive supply chains on the other. Today Supply Chain Risk has become a major research area, as the exposure to risks has increased in supply chains with increase in complexity of supply chain. Various authors have provided different risk classifications and some of the risks include demand risks, supply risks, financial risks, environmental risks to name a few. Demand risks come about due to unanticipated or very volatile customer demand or insufficient or distorted information about orders and quantities from customers. Supply risks result from sudden default of a supplier, shortages on the supply markets, poor logistics performance,

demand of a supplier, shortages on the supply markets, poor logistics performance suppliers, supplier quality problems and Poor logistics performance of logistics service providers. This paper sought to understand the level of Demand and supply risks faced by manufacturing firms in India.

A survey questionnaire was used to collect data. The sample consisted of manufacturing firms in India. Data collected was analyzed using IBM SPSS. There was no significant difference in supply risks across firms with different number of employees, annual sales of the firm nor the years of operating experience. There was a significant difference in demand risks across firms with varied annual sales. There was no significant difference in logistics risks across firms with varied annual sales.

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Comparative Study on Risks of Type1 Error and Type2 Error for Procurement Department- A Study on Saint Gobain

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Krishna Sudheer, *KL Deemed to be university, Hyderabad*

Purpose: The purpose of this paper is to study about whether, taking care to avoid Type 1 error is important or to take care about avoiding Type2 error is important for the procurement department. Usually in most of the cases, the risk of Type 1 error is considered to be 5%, That is, in this case there is 95% of acceptance region, meaning there is 5% of the chance that we reject the lot even when it is acceptable. This is a major risk for the procurement department because good lot should not be rejected. This is the major concern of the procurement department. On the other hand Type 2 error is the major concern for the quality control department. The problem here is, if the probability of type 1 error increases the probability of type 2 error decreases and vice versa. In the interest of type1 error, it is always better to reduce type1 error, without affecting the chance of type2 error. (In fact type2 error is more dangerous).

Research methodology: Take a sample consisting of 598 products. Among these select items randomly. Now with 5% type1 error, how many parts are defective just make note.

Now reduce the chance for type1 error to 4%, and observe the number of items falling outside the acceptance region (because now the acceptance region has got increased to 96%).

It is to be noted that when the risk for type1 error decreases the risk for type 2 error increases.

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3.our duty is to make the estimates about the lot through scientific procedures and then to with a particular confidence level.

4 Therefore we are estimating the risk associated with accepting the right lot when it is rejected and rejecting the right lot when it should be accepted.

5. Therefore taking into consideration all the risks and confidence intervals, we must be able to say how far our sample represents the population.

Keywords: Type1 error, Type2 error, Confidence interval, procurement department

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Dynamic Supplier Selection under Product Supply Network through Tolerance Design

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Recent trends on supply-chain to the logistics disruptions caused by advancements technology and changes in the business environment, necessitating a need to study the trends from the lens of Product supply network (PSN) under dynamic supplier selection problem (DSSP). An OEM is primarily responsible for integrating efficient and effective distribution, selecting the type of products, and evaluating sources of raw items in the supply-chain networks (Aissaoui et al. 2007; Choudhary and Shankar 2013). With this objective, an OEM collaborates with suppliers and manufacturers through a distinct supply network with a set of partners at upstream, midstream, and downstream levels to end customers (Harland 1996; Bidhandi et al. 2009; Wang and Yang, 2009; Senyigit, 2013; Wang et al. 2015). Hence, an OEM thus requires suppliers and manufacturers according to its product-specific ability. Such type of supply-chain is known as the PSN wherein suppliers at second-tier and manufacturers at first-tier are classified based on the characteristics of their products. Some Example of PSN is a mining machine company having a set of suppliers for motors and a set of suppliers for gearboxes. Further, a motor manufacturer company receives shaft, electric coil, bearing, and casing from a distinct expert group of suppliers and, a gearbox making company receives roll bearings, gears, handles, and spline shaft from a distinct group of suppliers. In this paper we address a DSSP in the context of PSN using mixed-integer non-linear programming.

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Effect of COVID-19 in Changing the Performance of Supply Chain Barriers: A Case of the Indian MSME Sector

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Purpose: The Indian MSME sector, employing about 120 million workforces directly indirectly, is possibly the worst-hit sector by the COVID-19 pandemic, which was declared a global emergency on January 30, 2020, by the World Health Organisation (WHO). The aim of this study is to compare the challenges of the MSME economy both before and after the COVID-19 pandemic.

Design/Methodology/ Approach: We have chosen the handloom industry as the context of our study. We have used a two-phase (before and after the onset of COVID-19) successive exploratory mixed-method, starting with Delphi technique (qualitative phase) and concluding with Interpretive Structural Modelling- MICMAC analysis (quantitative phase).

Findings: 17 key critical barriers were identified in Phase 1 (i.e. Delphi analysis), which were reduced to 12 barriers in Phase 2 analysis. In phase 1, the ISM modelling suggests lack of effective government policies, demonetization, and GST implementation to be the most influential barriers to MSME performance. The findings of phase 2 pinpoint the lack of effective government policies to be the most influential barrier to MSME performance.

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Dynamics of Equity and Efficiency of Public Services in Developing Countries: The Case of Cell Tower Coverage

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In developing countries, public services are provided by government-based organizations. Although consideration of costs and benefits is the major concern of the private sector, there are two major factors that the government organizations tend to follow when providing public services in developing countries: efficiency and equity. In this paper, we study the major elements of efficiency that have the greatest impact on the efficiency-equity trade-off. We utilize the case of cell tower coverage in Iran in order to study this trade-off in details using the data provided by a subsidiary of the communication department. Installations of the cell towers are rather costly and time-consuming. Therefore, making the best decisions on selecting the most suitable sites for installation, the type of tower used for each site while keeping the equity consideration in mind is a crucial task. Based on our empirical analysis, our work provides guidelines on the aspects that developing countries need to sacrifice in efficiency in order to achieve desired levels of equity in offering public services.

Purpose: To identify the factors that have the greatest impact on the equity of service.

purpose: to identify the factors that have the greatest impact on the price of equity public services in developing countries.

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Digital twin in Logistics: Methodological Review and Stratification

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After Industrial 4.0 concept of the Digital twin has been accepted and applied in a wide range of fields from product design to manufacturing. With the development of the Internet of Things (IoT), collected data from the field with the help of various sensors are fed to the digital twin and various simulations are done on the twin for various applications like Prevention, Maintenance, Innovation, and Operations optimization. While the digital twin concept has been researched and applied largely in applications such as manufacturing, there are a lot of research and innovation opportunities in the area of logistics, specifically in warehouse management, that might lead to better and optimized operations. To understand the various applications of Digital Twin in Logistics, a methodological approach was used. After a thorough search of various databases, 46 scholarly articles were shortlisted and reviewed in detail. Firstly, all the research papers, review articles, and case studies were classified into three categories based on focus area - Logistics in general, Warehouse management, and Shipping & Transportation. After that, for each category, Stratification was done in four major layers based on the application - System Design & Architecture, Planning & Strategy, Operations Efficiency, and Others. In the research, it was found that only 10% and 13% of papers were there in the field of warehouse management and shipping & transportation respectively and hence there are a lot of opportunities in those fields and hence some areas of research gap were identified and documented based on the available

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The Impact of Demand and Supply Risk on Supply Chain Integration: A Configuration Approach

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Purpose: Supply chains are the lifeline of human existence. Today Supply Chain Risk and Supply Chain Integration have become major research areas, as the exposure to risks has increased in supply chains with increase in complexity of supply chain and importance of Supply Chain Integration has been recognised. Demand risks come about due to unanticipated or very volatile customer demand or insufficient or distorted information about orders and quantities from customers while Supply risks result from sudden default of a supplier, shortages on the supply markets and supplier quality problems. Configuration approach was used to understand the impact of Demand and Supply Risk on Supply Chain Integration which refers to a manufacturer strategically collaborating

with its supply chain partners and collaboratively managing intra- and inter-organizational processes to achieve effective and efficient flows of products and services, information, money and decisions, to provide maximum value to the customer at low cost and high speed.

Research Methodology/Design: A survey questionnaire was used to collect data regarding the demand risks, supply risks and Supply Chain Integration in supply chains of Indian manufacturing firms. The sample consisted of 40 manufacturing firms in India. The unit of analysis employed in this study is organization or firm, which primarily refers

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Evaluating Climate Change Risks in Supply Chain within the Indian E-Commerce Industry Using AHP and DEMATEL Techniques

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The ongoing pandemic has bared the vulnerabilities in our global supply chains. bigger, much more physical, challenge awaits in the form of climate change. Due to the ever-increasing greenhouse gas emissions and global warming, change in the climate and its effects are being felt across the globe. Climate change has caused an increase in the frequency of extreme weather events that pose high risk to global supply chains. The risks have also prompted the global community to spring into action and introduce policies and measures in place to help prevent climate change. Literature on understanding climate change risks in the context of supply chain management is scarce. The present study aims to identify these risks in the supply chains in the context of Indian E-commerce sector. The study uses Analytical Hierarchy Process (AHP) to prioritise the risk factors and Decision-Making Trial and Evaluation Laboratory (DEMATEL) to find the interrelationship within the categories and classifying them in cause and effect groups. Findings from AHP indicates- Substitution of products with low emission options, Variability in Temperature, Floods and Changing customers behaviour and Shift in consumer preferences were major risk factors. The DEMATEL technique classified Acute, Market and Reputation risks as causes and these in turn have an effect on Chronic

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Emerging Technologies: A Paradigm Shift in SCM

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With the evolution of cutting-edge technologies and globalisation, Supply Chain Management (SCM) is gaining competitive edge, making supply networks more interconnected and complex. In the times of disaster and disruption, Supply chains are

showing more resilience and becoming adaptable and flexible. With the emergent of 5 mobile services and disruptive technologies like 3-D GIS (Geographical information systems) - distance-based delivery and tracking systems, Location intelligence, Robot LiDAR (Light Detection and Ranging) technologies, cloud-based Warehouse Spatial intelligence (WSI) solutions, battery-operated wireless sensors, HD cameras, and cloud-based services, the global supply chains are changing at an alarming speed and are gaining new edge. These new category of software solutions, are enabling to gain actionable insights in supply chains to automate decision making without human intervention. Organizations are boosting operational efficiency and improving the business operations with these technologies improving real-time operations, enabling logistics and warehouse operators to increase productivity and efficiency, by improving visibility in the supply chain real time tracking, timely delivery, autonomous decision making and leading to higher customer satisfaction.

The aim of this paper is to look into the new emerging technologies which are revolutionising the field of SCM with a futuristic approach.

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Role of Socially Responsible Supply Chains in Protecting Human Rights

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Companies, especially industrial establishments, by and large, have been delinquent in fostering social responsibility in their work practices, except under regulatory pressure. This works as a dampener on nurturing progressive supply chains that would show greater fidelity to social goals. Arguably, the large focal firms driving the supply chain have a greater role to play in furthering socially responsible practices among the players. However, thus far, due diligence exercises have been focusing more on the economic and environmental related aspects at the expense of social aspects. The warrants that commensurate due diligence be imparted in a balanced fashion. It is important because supply chains cannot afford to contend with best of the global supply chains while some of its players are not robust in protecting human rights. This is understood to be more serious along the upstream supply chain players since the focal firms have lesser control over the players operating farther along the upstream. In order to alleviate this laxity along the supply chain players, it is essential for the focal firms to lead by adopting socially responsive strategies. The current study aims to highlight the possible strategies the supply chains can focus on to systematically become more socially responsible.

Keywords: Socially Responsible Supply Chains, Human Rights, Social Responsibility

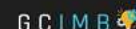
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A Review on Supply Chain Activities of Self Help Groups (SHGs)

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Self Help Groups (SHGs) are small economically, homogenous and affinity groups from weaker section of society who voluntarily formed to save small amount of money regularly which would be deposited in a common fund to meet Members requirements and also for obtaining collateral free loan as per group decision. SHGs are more or less formal organisation of people from poorer section of society working to achieve common goal to benefit each members working in the group. Self Help Group formation is guided by principle of 'Mutual trust' and 'Mutual support'. Micro enterprises formed through micro finance has been considered as an effective tool for alleviating poverty. SHGs undertaking income generation activities helped members to achieve empowerment. Hence, micro enterprises promoted by SHGs play important role in poverty alleviation. Strong supply chain network and digital platform are inevitable for profitable functioning of any business. Various supply chain activities are sourcing, production, distribution, retailing and sales etc. (Siddhartha, T., Nambirajan, T. and Ganeshkumar, C. (2019). Though, the micro finance and different aspect of micro enterprises to empower women is by now a well explored area, here is an attempt to review production and supply chain activities of micro enterprises by SHGs and the digital platform for Self-help groups. Further, the study brings together various aspect of supply chain activities of self help group and its potential for onboarding SHGs on digital platform. Given the limitation of print and electronic media in marketing the products, the necessity for an efficient strategy has been really overdue. The rapid growth of technology provided



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Risk in Oil and Gas Supply Chain

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Purpose: Supply chains are the lifeline of human existence. Today supply chain risks and its management is an important area of research. It is important to understand the various risks inherent in a supply chain and understand the interactions between them, before trying to manage/mitigate them. Oil and gas sector is among the eight core industries in India and plays a major role in influencing decision making for all the other important sections of the economy. This paper seeks to understand the risks inherent in oil and gas supply chain and model the risks using Interpretive structural modeling.

Research Methodology/Design: The first step in managing risks is to identify the risks and their interactions. A model which analyses the various risks involved in a oil and gas supply chain with the help of interpretive structural modelling (ISM) is created. To identify the risks in oil and gas supply chain a two-step method is used. SCRM literature is used to extract the risks related to supply chain and then these risks are cross verified by taking inputs from industry experts. Ten relevant risks were identified from external literature. A structural self-interaction matrix (SSIM), a matrix indicating the pairwise relationships among the risks in oil and gas supply chain of the firm under consideration is developed. The Initial Reachability and Final Reachability Matrix was created. The reachability and antecedent sets for each risk are found from the final reachability matrix. The intersection set for each risk is the intersection of the corresponding reachability and antecedent sets. If the reachability set and the intersection set are the same then that risk is considered to be in level I and is given the top position in the ISM hierarchy. After the

Impact of Industry 4.0 on Supply Chain Management

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Introduction: Industry 4.0 is the implementation of new technologies like Internet Things (IoT), Machine Learning, Artificial Intelligence and Cyber Physical System in the conventional industries that uses efforts that are more human. The Industry 4.0 can increase the productivity and can reduce the human efforts in the industries. It changes the existing supply chain into a new version SCM 4.0. The SCM 4.0 is nothing other than the implementation of Industry 4.0 technologies in the Supply chain of the industries. Researches prove that the Industry 4.0 does not change the entire supply chain into a complex one rather than it improves the flexibility of supply chain, it helps the companies to improve their response time to the customer demands and reduces the risks in supply chain management. The main advantage of SCM 4.0 is that it reduces the unnecessary cost involved in the supply chain of an industry. This paper shows the impact of Industry 4.0 on supply chain efficiency and it shows how Industry 4.0 technologies will be useful for the industries.

Research Methodology: The objective of the research is to bring out the barriers to implementing Industry 4.0 and to prove that the Industry 4.0 has a positive impact on the Supply chain efficiency (i.e., new technologies, as IoT, CPS and Robotics will have a positive impact on the supply chain of the organization). This research has been done using primary as well as secondary data collection. From the literature review done some variables were taken for the research purpose like Cost, Productivity, Risk, etc., and the questionnaire is prepared accordingly. In addition to that, the Secondary data collected from the previous research paper clearly gives out the barriers for the implementation.

Study on Driving Factors for Industry 4.0 of Retail Sector Supply Chain

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The research aims to analyse the study on driving factors of Industry 4.0 implementation on retail supply chains and develop an implementation framework by considering potential drivers for Industry 4.0 paradigm. The Interpretive Structural Modelling (ISM) methodology was used for establishing the mutual relationships among the drivers which not only helps in understanding the relative relationship between the driving factors but also in determining their interdependence while implementing industry 4.0. A framework is developed to understand the driving factors of Industry 4.0 implementation on retail supply chain parameters, by including the identified driving forces for this technological transformation. Industry 4.0 is predicted to bring new challenges and opportunities for future supply chains. The study discussed several

implementation challenges and proposed a framework for an effective adaption at transition of Industry 4.0 concept into retail supply chains. The study is expected to benefit supply chain managers in understanding the challenges for implementing Industry 4.0 in their network. Further, the importance of driving forces with respect to industry 4.0 implementation was identified based on their driving and dependent power by using MICMAC analysis. A new conceptual framework is proposed for Industry 4.0 implementation in supply chains and thus this study may help academicians and practitioners to emphasize their efforts towards implementation of industry 4.0.

Development of Structural Framework for Sustainable Healthcare Supply chain in the Era of Covid 19: Circular Economy Perspective

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Sumit Gupta, *Amity University Uttar Pradesh, Noida, India*

Purpose: In the current scenario of Covid 19 Pandemic, Healthcare supply chain is an important part to combat Covid 19 pandemic. Use sustainability practices in healthcare supply chain make the system very much robust and leads to the circularity. The purpose of this research is to assess the Sustainable Healthcare Supply chain in Indian healthcare sector. This study also focused on the role of stakeholders in adoption of Sustainable Healthcare Supply chain practices to achieve circular economy.

Methodology: The Present study based on the empirical research. Sustainable Healthcare Supply chain practices are identified for the literature review and survey questionnaire was framed. The data was collected through the google form from the stakeholders in healthcare sector and analysed through Structural Equation Modelling.

Major Finding: This research is focused on the adoption of sustainable healthcare supply chain in covid 19 pandemic situation. For the study it is found that the various stakeholders of the healthcare sector are trying to adopt the sustainable healthcare supply chain practices and it is also observed that the performance of healthcare sectors improved and it leads to the circular economy. From this study, it is found that

Offshore Analytics Business Process Organizations and Their Clients – A Dual Perspective

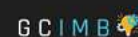
David Fogarty, *Columbia University, USA*

This research builds on a previous article from the same authors who initially examined if and when offshore Analytics Business Process Organizations (ABPO) could effectively be used for firms that want to compete with analytics. In this follow-up exploration we use case studies to examine the perspectives of the offshore ABPO management and the analytics management in the client firms in order to better understand how these two

many use management in the client firms in order to better understand how these views can be better aligned to produce more successful outcomes when a firm decides use an offshore ABPO. Overall, the study uncovered that the goals of these two parties were closely aligned as would be expected for most outsourced or offshored services (e.g., call centers, IT services). However, the study also identified several points of tension in this relationship (e.g., knowledge transferability) specifically linked to the analytics domain leading to suggestions on how the perceptions of the two parties could be better aligned along with their goals. Improving the Client/Analytics Business Process Organization relationship will pave the way for further commercial activity in this space and perhaps improve the use of analytics in firms thereby making them more efficient and competitive in the marketplace.

Keywords: BPO, Analytics, Offshore, Management, Outsourcing, Data Mining Operations

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A Study on the Influence of Industry 4.0 Technology on the Success of New-Age Company Based on Resource Based View Theory

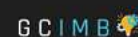
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The objective of this research is to illustrate that the New-Age Company's success is predominately dependent on technological resources over other tangible and intangible resources. With this view, twenty critical factors which influence for New-Age Company's success are listed out through literature and expert's opinion based on resource-based view theory in Indian context. To understand the Cause-Effect relationship among the critical resources and to find out the most important critical resource, the DELPHI-GREY-DEMATEL technique is used. As a result of the technique, six critical success factors are identified which includes four technological factors and two non-technological factors. These factors include creative technology utilisation, market oriented opportunity switch, innovation in technology, high-tech globalization, adventure tendency and continuous improvement. Technological factors either act as an influencing factor or influenced factor among other factors. Hence the result of research also enlightens that technological resources are the most significant resources for the success of New-Age Companies based on resource-based view theory (RBV).

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An Innovative Approach to Understanding Strategic Supply Chain Issues and Risks through Modified Johari Supply Chain Window

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Purpose: The supply chain organizations alone cannot compete on any aspect of business, rather they can compete through various components of their supply chain. Small organizations have few actors, few dimensions and less complex, whereas large organizations have many actors, many dimensions and more complex functioning.

The objective of this paper is to develop a structured approach, which is used to understand and identify the key issues and risks from strategic perspective of the supply chain organizations, derived from the collective motivation of supply chain members at the possible positive behaviour of the firms and to operationalize the structure through a theoretical model for understanding the influence of strategic supply chain issues at risk orientation on firm performance mediated through enablers.

Research Methodology / Design: The Johari window's four quadrants, viz., 'knowns' and 'unknowns' to the supply chain, are applied for the smallest supply chain organizations consisting of only a supplier, a firm, and the customers, based on the collective motivation of the supply chain organizations and the positive motivation of the firm to derive at the firm's strategic supply chain attributes, and the operationalization of the strategic supply chain attributes is done through a theoretical model based on the

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in nature to a supply chain, and stand as barriers in achieving improved performance of the firms.

Keywords: Johari window, strategic supply chain, risks, theoretical modelling, performance

Effect of COVID-19 Induced Panic Buying on the Dual-Channel Supply Chain Under Channel Power Structure: A Game-Theoretic Analysis.

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Though many supply chain researchers are now trying hard to solve COVID-19 related disruptions, there is scant literature in the field of dual-channel supply chain and COVID disruptions. This study checks the effect of panic buying induced by COVID-19 pandemic on dual-channel supply chain performance. For analysis, we assume the popular two echelon dual-channel configuration, which includes an upstream manufacturer and a downstream retailer and e-tailer. As the manufacturer has an overall control over both the retailer and e-tailer, we assume a Stackelberg game between them with the manufacturer as the Stackelberg leader. The game is assumed to be played under complete information. For the study, we have considered the market with the retailer having more channel power than the e-tailer. Being the channel leader, we assign the Stackelberg leadership to the retailer for the retailer - retailer Stackelberg game. We analysed the pricing decisions, optimal order quantity and profit of both the downstream channel partners and the optimal wholesale price and profit of the manufacturer before the pandemic and during the pandemic panic buying. Propositions were formulated to analyse the variation in price, optimal order quantities and profit. For better understanding of the mathematical model, numerical examples were employed.

Track: Pluralism - Cultural, Moral and Religious

Beyond Religious Tolerance

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In this age of multiculturalism, we need models of peaceful coexistence and fruitful interaction between religious traditions and denominations.

The concept of "religious tolerance" fails the test as the universal mantra of broadmindedness. Tolerance implies, according to Google, "the ability or willingness to tolerate the existence of opinions or behaviour that one dislikes or disagrees with." According to Merriam-Webster tolerance primarily indicates the "capacity to endure pain or hardship."

We tolerate what we dislike and abhor, such as noisy neighbours or freezing weather. In such the expression religious tolerance carries and maintains with it the seed of distance and discord, albeit mitigated by forbearance - thus hardly providing a stable platform for cohabitation. What if the spirit of tolerance runs thin or evaporates under the strain

unexpected, unpleasant episodes? What if the sense of dislike increases beyond the capacity of tolerability?

The global village needs instruments to move from mere endurance to wilful celebration of religious diversity.

We can take inspiration from the soothing wisdom of a nineteenth century Indian distri

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practitioners, endeavouring to align their thoughts and actions to the laws of the universe, to the Divine Will, in the forms with which they are familiar by upbringing by past choices. Such attitude can herald genuine reciprocal nourishment and heartfelt appreciation for the "other."

But what is needed, and what Bhaktivinoda suggested, isn't a simplistic, starry-eyed indiscriminating syncretism. He also proposed meticulous philosophical analysis of the underlying principles of the plethora of religious manifestations.

He wrote: "All devotees of the Lord should . . . reject all so-called religious systems containing the unwanted elements of atheism, agnosticism, materialism, disbelief in the existence of the spirit soul (which amounts to the idea that working for the body is all that is all), hedonism, and impersonalism."

Philosophical research can be fruitful when we suspend tribalistic parochialism ("My God is better than your God. I will come to your village and smash your God.") and start considering the various forms of religious life through rigorous parameters of scientific enquiry: what are the universal rules of logic that should inform our philosophical analysis? What are the objective qualities human beings should aspire for and what practices actually effectively develop them? What fundamental principles of orthodoxy and orthopraxy should modern humanity embrace, over and above ethnic and time-bound cultural minutiae?

Enormous advances can result when we approach the subject dispassionately, with an open mind, employing the proper hermeneutical instruments and empirical

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Developing an Indigenous Islamic Construct of Leadership: A Multi-Method Approach

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This research aims to develop an emic construct that counts as a step toward developing a universal theory of Leadership that can have both theoretical and practical contributions to cross-cultural management and other fields. This study intended to define and establish a thick indigenous leadership construct from an Islamic perspective by applying the lexical analysis of the construct leadership synonyms and antonyms.

Arabic. Furthermore, investigate the construct of Leadership in the Noble Quran and Hadith. And examine contemporary views of Arabian managers and leaders on Leadership.

Keywords: Indigenous construct, Islam, leadership, cross-cultural management, emic

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Pandemic Management or Humanity's Call to Achieve Vaccines for All

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We are under the second wave of Corona virus, getting in or getting ready for the third wave as the virus has been mutating, and a more dangerous virus could emerge anytime. While there are several vaccines, (i) pharmaceutical companies do not have enough capacity to manufacture vaccines in sufficient quantity, and (ii) even if there were enough quantities available, not everyone can afford to purchase them. Only few countries have been able to produce the vaccine on their own or have an ability to produce it if the technology were licensed to them. The supply chain for vaccine production is also very complex with components sourced from several countries. It is also well known that as infections increase, so does the possibility of the emergence of a deadly virus for which current vaccines may not be effective.

So, is the making of vaccines available to everyone a business management problem? Is this a moral problem? Is this a political problem? Arguments can be made to support each of these or a combination of these scenarios. In the current situation (July 25, 2021), where most of the purchases of vaccines are made by richer countries (Our World in Data <https://ourworldindata.org/covid-vaccinations>, July 25, 2021) and cases there are declining, many lower income countries are facing severe challenges. Only 1.1% of the

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for Delhi in general. Thus, in the short-run, working jointly to explore strategies that improve immunity could be explored.

Other alternatives would be to build political support for waiver of patents for vaccine

Other alternatives would be to gain political support for waiver of patents for vaccine and medications and transfer of technology to low-income countries so that low-cost treatments could be developed for this and future infections. Another strategy would be to explore compulsory licensing by governments in which companies with patents are registered, as well as voluntary licensing by companies that have the patent. Thus, there may not be a single strategy but a combination of strategies including the realization that it is in the interest of everyone to vaccinate everyone so that the chances of mutation of the virus to a potentially dangerous virus could evolve.

Keywords: COVID-19, Pandemic, alternative medicine

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Are Chinese Really “A Tray Of Loose Sand”? from Perspectives of National Culture and Social Psychology

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To probe whether the Chinese are necessarily hostile toward each other while they highlight harmony, this study examines how Chinese people develop harmony and hostility in their group dynamics. Based on the data gathered from a questionnaire survey, the results reveal that social distance and education are negatively associated with ingroup harmony, which is positively associated with outgroup hostility, and therefore have only indirect effects on outgroup hostility. In addition, age is positively related to ingroup harmony and negatively related to outgroup hostility, suggesting direct and indirect effects on outgroup hostility, and its total effect is negative. The paper concludes with implications of the findings, limitations, and suggestions for future research.

From Derbyshire to Umuofia: Reading the Anglo-African Contact Zone through the Texts of D.H. Lawrence and Frantz Fanon

Sanya Khan, *Aligarh Muslim University, Uttar Pradesh, India*

The transcultural relativism of the Anglo-African locale has been of major interest to cultural scientists. The coloniser-colonised dichotomy further problematises the pluralism of these two regions. The representative writings of the referential time and space are the major sources of information about the cultural encounter and pluralism between the Anglophone and the African Black. Themes such as the image of the "Other", the emergence of science, economy, religion and gender form the basis for the study of the "contact zone" England and Africa established during the first half of the twentieth century, along with the popular mass culture. The writings of D. H. Lawrence and Frantz Fanon are taken for primary study to establish the pluralistic relativism between the two extremes of the Meridian, in this paper.

D. H. Lawrence's *The Rainbow* portrays the protagonist Ursula Brangwen who is infatuated towards the South-African returnee Anton Skrenbesky. Anton's final departure to India, leaving Ursula behind in England symbolises the quest of the English youth for the "Other" as the centre for emigration for commercial and military prospects due to the latter's rich natural and human resources. Frantz Fanon criticizes the immigration for its colonial and imperial agenda in his anti-colonial treatises like *Black Skin, White Masks* and *The Wretched of the Earth*. While Lawrence finds the other nation as being better than the capitalist and mechanised living of England, he fails

leaving their Black spouses and children with socio-cultural and economic insecurity, Fanon writes in *Black Skin, White Masks* and Nadine Gardiner portrays in *My Story*.

The new society formed through the Anglo-African cultural encounter witnessed linguistic shift as well from the phono-centric to the logo-centric communication system due to the introduction of printing press in rural Africa. Ngugi Wa' Thiongo attributes the rise of the Anglophone logo-centric language to the Western intelligentsia as being "producers". The English Missionary expanded in Africa through this print technology, English publishers and the academicians. In turn, they produce the Black mediators between the White and the Black cultures in order to carry out the imperial, political and cultural assimilation. The new commercial expansion results in monetisation of the African resources which Fanon criticises as an exploitation of the farmers, proletariat and the students in *The Wretched of the Earth*.

Also, the Missionary attempted to institutionalise the African culture into Christianity upon its arrival. The point to be noted here is that D. H. Lawrence was one of the dissenters who hated the institutional religion. He loved God and Bible but hated their man-made "nauseating fixities" made up by the Papacy. This corrupts the society, he believed along

with Fanon. The dualism of religion as a spiritual essence on the one hand and the objective institution on the other is what Lawrence abhorred and often he called upon the Pagan faiths for rescue. So, he hated what Fanon hated and loved what Fanon loved in terms of the Anglo-African religious encounters.

Therefore, this Paper analyses the pluralistic discourses arising out of the Anglo-African

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Track: Strategic Management and corporate Governance

Examining The Impact of Knowledge Based Dynamic Capability on Innovation Based Performance: Moderating Role of Market Dynamism

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Purpose: Dynamic markets are usually opportunities providing variations that direct “destroy” existing needs or operational processes to give trendy paths. This study aims to critically investigate the role of market dynamism (MD) as a moderator between knowledge-based dynamic capability (KBDC), and innovation-based performance in the Indian service (IT) sector.

Design/methodology/approach: The moderation effect of MD on the effect of KBDC (independent variable) on INPF as dependent variable was examined. Moderation analysis has been conducted with the help of partial least square (PLS) modelling on the primary data obtained through survey method. Smart PLS 3.0 software has been used to perform data analysis.

Findings: The moderation analysis results indicated that MD did not significantly moderate the relationship between KBDC and INPF. The study results indicated no statistical significance based on standardized path coefficients and significance levels. Therefore, the hypothesis was rejected.

Originality/value: This study has adopted a unique approach to comprehend the

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In Search of an Innovative Organization: Narrative Analysis and Storytelling as Tools from a Postmodernism Perspective

Bikramjit Ray Chaudhuri, *S. P. Jain Institute of Management and Research, Mumbai, India*

Purpose: How to identify an innovative organization? In the extant literature, innovativeness is considered to be a theoretical construct from the organizational learning aspects – emphasizing the ability of an organization to absorb external signals, assimilate them in the organization, blending them with the existing routines and capabilities to develop new routines and capabilities that defines the innovativeness of the organization (Van de Ven et al. 1999, Helfat and Peteraf, 2003; Allen and Henn 2007; Ellonen et al.

2011). The empirical operationalization of innovativeness of an organization is biased heavily on its product or process invention – either input-based, like the patents or R&D intensity, or output-based, like measurement of product diversification or percentage sales from new products or services. But such theorization and operationalization do not consider the micro-aspects within the organization like importance of nature interaction among people, the cultural aspects as a driver, the use of narratives, the storytelling to communicate, which may have substantial importance in understanding the innovativeness of an organization (Tushman and O'Reilly 1996; Bartel and Guard, 2009).

Research methodology: Narrative and storytelling approaches play a key role in the research in social sciences (Propp, 1968; Bakhtin, 1981; Greimas, 1987), specifically management and organization studies. Story, in this article, is defined as “an oral or written performance involving two or more people interpreting past or anticipated events” (Propp, 1968).

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Major findings and research implications: Through this research we find that the innovativeness of an organization is related to the culture that is transmitted from the long-tenured employees to the new entrants through multiple stories, narratives, formal and informal communications to shareholders, analysts, media, and so on. This analysis would help the research to understand more fine-grained nature of the innovativeness of an organization. Such approach would also help the stakeholders to understand the ingredients of the innovativeness which may otherwise seem as a fallacy to the outside world. This research would help the organization to understand what causes the innovativeness of the organization.

Keywords: Storytelling, narrative, postmodernism, innovative organization.

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SME Corruption in Vietnam: A Case of the Glass Being Half Empty

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Kentaro Hayashi, *University of Hawaii at Manoa, USA*
Todd Inouye, *University of Hawaii at Hilo, USA*

Purpose: This study is the first large-scale empirical study using broad panel data investigate the relationships among bribery amount, gender diversity in top management teams, and firm financial performance. Building on the resource-based view, we examine the effect of corruption on firm performance among small and medium enterprises in Vietnam over a ten-year period. Additionally, we explore how female representation in the C-suite is connected to the bottom line and moderates the corruption-performance link.

Research Methodology/Design: Our panel sample includes 936 small and medium enterprises in Vietnam between 2005 and 2015, using data from the Vietnam SME Survey Database. We develop a series of linear mixed models with maximum likelihood estimation to analyze the data.

Major Findings: We find that the bribery amount a firm paid is significantly and positively associated with the firm's gross profit over time. Additionally, we explore that gender diversity in the top management team is not a significant predictor of gross profit nor does it moderate the relationship between the bribery amount and firm performance as has been regularly found in previous diversity research.

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An Empirical Study on the Role of Employees in Formulating the Sustainable Reporting Practices of Companies Included within the SENSEX of BSE, India.

Talla Narayana Gowd, *TKR Institute of Management and Science, Hyderabad, India*

In this empirical research, an effort has been made to examine the role of employees in formulating the sustainability reporting practices of companies that are included in the SENSEX of BSE, India. A sample size of 300 employees of 30 companies was selected by using convenient sampling and therefore the sample survey is conducted from May 2018 to February 2019 by administering the structured questionnaire. The analyzed data reveals that the workers don't have adequate awareness towards the sustainable reporting practices which is significant statistically. It is found that employees are adequately involved in the formulation of policies of their organizations which is significant statistically. Employees aren't receiving proper communication for changes in the existing policies. They had insufficient information regarding the source of the policy's approval. Employees aren't satisfied with the adequacy of health and safety facilities and the prevailing wage structure. Employees aren't convinced with the prevailing pollution control devices. Managements of the select companies are not providing sufficient training for skill development and not encouraging their employees by proper awards. Therefore, it is concluded that the workers within the sample companies aren't actively engaged in their sustainable reporting practices. So, Managements need to adopt standard sustainable reporting practices for the sustainable development to face the competition effectively in the global world.

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A Conceptual Framework of Performance Measurement of Research & Development Organizations: A Case of R & D Organizations under the Department of Atomic Energy

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T. Nambirajan, *Pondicherry University, India*

Among the functions of the management, it has been found that evaluation of the activities of the R & D and the performance of the R & D organizations are most complex. Difficulties encountered in evaluating the performance of R & D include uncertainties in the processes and outcomes, gathering empirical evidence on the impact of the R & D over time lapse in the improvements, which sometimes runs into decades, imputation problem, where inputs from several sources may influence in outputs and the same R & D activity may have different impacts, etc. While varied performance measurement models for the industrial and services organizations are available in the literature, there is a nascent focus on assessing the performance of R&D organizations. This paper addresses this need by presenting a conceptual measurement framework for the R&D organizations under the Department of Atomic Energy in India, which are known to be in mission mode Research Centres. The conceptual framework considers capability inputs, infrastructure/physical inputs, inputs related to structural support, informational needs and monetary measures along with the output measures relevant to these R&D organizations. The framework may help in realizing the full potential of developing new performance measurement models, which may plug the deficiencies in the existing

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Effects of Sustainability Initiatives on Performance of Hospitality Industry

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The environment of the earth, the living conditions of humans, the attitude and behavior of the people are changing. Challenges are increasing, and resources are decreasing. Threats from the worldwide competition and raising inequity pushed the world towards economic development and reformulations originated by capitalism; this, in turn, resulted in environmental degradation, poor quality of life, and improper management of natural resources. However, in recent times government, consumers and society are showing their increased concern towards being sustainable.

Hospitality is one of the potent and old economic activities supporting a large amount of employment and contributing significantly to the world's GDP. Recent studies have highlighted that the hospitality or hotel sector is greatly responsible for environmental degradation, pollution, and low quality of life. In recent times the management at

consumer both have shown their determination towards implementation of sustainable initiatives. The last decade has shown a green wave in the research of sustainable development of the hospitality industry. However, the study is still fragmented, which results in disbelief and misunderstanding between researchers and practitioners.

So, the current paper reviews the sustainability initiatives adopted by the hospitality

Innovation has been a loyal companion to mankind since the dawn of creation. The current pandemic has although disrupted lives around the globe, it has also underscored and intensified the need for innovation in most all spheres of business and management to meet the resulting challenges. To showcase the innate innovative ability of management and business professionals and academics from around the globe, Chapman University of California, Howard University of Washington, D.C., and National Institute of Technology Warangal of India are jointly organizing their first virtual Global Conference on Innovations in Management and Business during July 27-28, 2021. The conference aims to bring together leading researchers, scholars, and instructors from academia as well as innovative practitioners from industry to exchange information and share experiences and research results from various specialized and interdisciplinary fields in business and management.

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