ABDC ‘A’, Scopus, Web of Science, Impact Factor: 3.518

EVALUATING THE IMPACT OF RELIGIOUS ICONS AND SYMBOLS ON CONSUMER’S BRAND EVALUATION: CONTEXT OF HINDU RELIGION


Abstract

The influence of symbolic meanings and brand associations on consumers’ buying decisions is an important area of inquiry. In this article, we use symbolic interactionism as the theoretical framework for investigating the impact of the presence of religious signs in print advertisements on consumers’ brand evaluation (namely, brand affect and brand trust) and purchase intention. We also study the comparative impact of two different types of religious signs—religious icons versus religious symbols—on brand evaluation and purchase intention. Three experimental studies (N = 80, 161, and 452) were conducted to investigate the effect of religious signs in advertisements for secular products and to compare the results for religious icons and religious symbols. Both kinds of religious signs were found to positively impact brand evaluation and purchase intention. However, religious icons were found to have a higher positive impact than religious symbols on brand evaluation and purchase intention. The results also indicate that highly religious consumers respond more favorably to advertisements containing religious cues in comparison to less-religious consumers. The theoretical contributions and managerial implications of the studies in the domains of advertising, branding, and semiotics are discussed, and research limitations are also presented.

DOES MANAGING CUSTOMER ACCOUNTS RECEIVABLE IMPACT CUSTOMER RELATIONSHIPS, AND SALES PERFORMANCE? AN EMPIRICAL INVESTIGATION


Abstract

The impact of accounts receivables on the performance of salespersons is largely ignored in sales literature. However, in many sales contexts, managing customers’ accounts receivables is directly managed by the salespeople, and therefore substantially impacts their sales performance. Towards such sales contexts, in this empirical study, we study the effect of customer account receivables and salespersons’ customer orientation on their relationship orientation and customer-related performance. We further analyse the direct impact of relationship orientation on customer-related performance. Using survey-based data from 224 salespersons based out of India, we empirically test the proposed model using partial least squares structural equation modelling. Our findings suggest that accounts receivables from customers and salespersons’ customer orientation strongly impact relationship building and also improves customer-related performance. The salespersons’ relationship orientation also partially mediates the relationship between customer account receivables and customer-related performance. Therefore, this study provides much-required evidence to establish the salience of salesforce appropriately managing customers’ account receivables so that its impact on their sales performance customer relationships are not adversely affected. NOTE-**To help you access this work, The Published has created a Share Link – a personalized URL providing 50 days’ free access to our article. Anyone clicking on this link before March 20, 2021, will be taken directly to the final version of this article on ScienceDirect, which they are welcome to read or download. The link is given below: https://authors.elsevier.com/a/1cUoy3SU%7EVkQrA
EVALUATING CHANNEL PARTNER’S PERFORMANCE: IMPACT OF TASK ENVIRONMENTS ON THE RELEVANCE OF MEASUREMENT METRICS


Abstract

Purpose
The purpose of this paper is to develop a nuanced framework for evaluating a channel partner’s performance in distribution channel relationships. Given a channel partner’s task environment characteristics (high/low munificence, dynamism and complexity), the study examines which performance metrics (output, activity or capability) are most relevant for evaluating its performance levels effectively.

Design/methodology/approach
The study adopts self-administered cross-sectional survey-based research design. Matched data were collected from 252 channel partners – manager relationship dyads. The latent change score (LCS) model within SEM framework provides mean paired-differences of the relevance ratings for each metrics. This was used to assess the empirical validity of the hypothesized relationships.

Findings
The study demonstrates the importance of calibrating performance evaluation metrics to a channel partner’s task environment state, made possible by its holistic approach to performance evaluation. Based on an extensive analysis, it shows that no single metric is relevant within all environmental states; rather, it could be dysfunctional, a result that differs from vast majority of the literature.

Research limitations/implications
Investigates individual linkages between task environment dimensions and performance metrics to provide a fuller understanding of these relationships. Also provides a theoretical framework to support further research on the topic.

Practical implications
The study provides managerial guidelines (and extensive graphical analysis) for nuanced and dynamic evaluation of channel partners’ performance that can enable firms to identify and promote their most valuable channel partners and prevent the deterioration of others.
SALES TECHNOLOGY USAGE: MODELING THE ROLE OF SUPPORT SERVICE, PEER USAGE, PERCEIVED USEFULNESS AND ATTITUDE


Abstract

Purpose The purpose of this paper is to model the key influencers or predictors for usage of technology by sales professionals in India. Design/methodology/approach This study examines the effect of individual, organizational and social factors on the use of technology. The method used for primary research is survey, and data have been collected from 556 sales professionals from across four industries in India. The empirical analysis consists of confirmatory factor analysis using structural equation modeling. Findings Confirmatory factor analysis has been used to validate the constructs, namely, peer usage, support service, perceived usefulness, attitude, usage and performance. Based on the results, it has been concluded that attitude and peer usage have a direct effect on the use of technology. Support service affects peer usage and perceived usefulness affects attitude. This model helps us understand the direct and indirect predictors of use of sales technology (ST), and its effect on sales performance. Research limitations/implications The limitation of this study is that data pertain to India only. Practical implications The findings of this paper will help sales managers and organizations develop strategies to increase the acceptance and use of new technologies, and also strengthen their arguments for convincing the various stakeholders about the benefits and relevance of the ST. Originality/value The paper attempts to build and validate a parsimonious model taking into account peer usage (social factor) and support service (organizational factor) in addition to perceived usefulness and attitude
ABDC ‘A’, Scopus, Web of Science, Impact Factor: 2.454

AN ETHNOCENTRIC PERSPECTIVE OF FOREIGN MULTI-BRAND RETAIL IN INDIA


Abstract

Purpose
The purpose of this paper is to understand the ethnocentric tendencies of Indian consumers towards foreign multi-brand retailers (FMBRs), and the influence that such ethnocentrism has on their attitudes towards, and future purchasing behaviour from, these international retailers.

Design/methodology/approach
The paper used a mall intercept method with a randomised data collection process to secure data from 119 organised retail shoppers in a major metropolitan Indian city. The analysis was carried out using analysis of covariance, bootstrapping mediation, multiple regression analysis, and Johnson’s relative weight analysis.

Findings
Two main results are as follows: concern for livelihoods of small retailers and a perception that earnings of foreign retailers are unjust are revealed as the most significant drivers of negative attitude towards FMBRs, and although high ethnocentric customers have a strong negative attitude towards FMBRs, they are open to the idea of making future purchases of goods that are not available with small retailers, from the foreign retail outlets.

Research limitations/implications
The study sample is from a single metropolitan city, albeit one which serves as a miniature version of the Indian society. As a limitation, the results might not be generalisable to small, non-metropolitan Indian towns.

Practical implications
These results provide valuable input regarding the marketing strategy and sustainability of foreign retailers planning to launch operations in India. For example, FMBRs should position themselves as not being in competition with existing small retail shops by offering a different array of products. Further, younger and more educated Indians are the least ethnocentric towards FMBRs, thus making them an attractive target segment.
ABDC ‘A’, Scopus, Web of Science, Impact Factor: 2.164

DRIVERS OF BRAND EQUITY OF TELEVISION NEWS CHANNELS: EVIDENCES FROM EMERGING MARKET


Abstract

Purpose
The purpose of this paper is to map the variables that affect the customer-based brand equity (CBBE) of media channels (television news) in an emerging market context.

Design/methodology/approach
The study adopted structural equation modelling (SEM) to investigate the causal relationships between CBBE and the variables that affect brand equity for television news channels.

Findings
The analysis revealed that localization, ideology, credibility and entertainment are the variables that influence CBBE of television news channels (media brands). Subsequent analysis using SEM indicated that apart from the sole negative impact of entertainment, all the variables had positive impact on brand equity.

Research limitations/implications
This study is confined to one of the metros of emerging market hence it cannot be generalized. Also the variables that indicate brand equity have been tested only for television news channels hence they may not hold true for other form of television stations.

Practical implications
For marketers of news channels this study identifies the factors that they need to focus on if they want to garner the equity of the brand in an emerging market scenario.

Social implications
The content factors identified that influence television news brand equity are reflections of the social requirements of an emerging market. It indicates what the audiences in such markets expect from their television news channels and is part of the social discussion.
MARKET ORIENTATION AND CUSTOMER-BASED CORPORATE BRAND EQUITY (CBCBE): A DYADIC STUDY OF INDIAN B2B FIRMS


Abstract

The relationship between market orientation (MO) and one of its most important consequences – firm performance – has received considerable attention in marketing research. Performance has been largely judged through financial or objective measures. This paper connects assimilation of MO in firms with corporate brand performance since academics have not used judgmental or market-based measures in assessing performance. We have introduced customer-based corporate brand equity to obtain a rounded idea of firm performance. This is achieved through a dyadic study, instead of self-assessment, wherein the marketing chiefs of B2B firms and their respective organisational customers are surveyed to gauge the effects of incorporating MO. We have shown that corporate brand performance is enhanced significantly in the presence of organisational innovativeness. From a practitioner’s perspective, the study details the organisational actions to be taken to assimilate MO and how those can be exploited to enhance corporate brand performance.
ABDC "A", Scopus, UGC, Web of Science, Impact Factor: 4.87

EXPLICATING THE ROLE OF EMERGING TECHNOLOGIES AND FIRM CAPABILITIES TOWARDS ATTAINMENT OF COMPETITIVE ADVANTAGE IN HEALTH INSURANCE SERVICE FIRMS


Abstract

Competitive advantage of firms has been a dynamic notion evolving with changing business realities. Emerging technologies have entered the gamut of resources which firms need to actively forecast and manage for competitive advantage. This study explored the idea of competitive advantage in the context of health insurance firms and how emerging technologies can augment existing capabilities towards this goal. The critical nature of health insurance as a social necessity and the application of emerging technologies in healthcare justified the need to theoretically establish what competencies were required for health insurance firms for technology driven competitive advantage. A qualitative method using modified Delphi technique in sequential combination to 43 in-depth expert interviews was used to explicate the factors. Data was analyzed using both qualitative and quantitative content and thematic intensity analysis. Organizational people orientation and service delivery capabilities emerged as foundations of a contemporary competitive advantage framework for health insurance firms supported by technical expertise, knowledge management practices and product innovation strategies. Results indicated that management of emerging technologies exerted a gravitational effect on firm competencies to create a contemporary competitive advantage framework. This study enriched the knowledge on competitive advantage by integrating new day technological imperatives with traditional firm competencies.
COVID-19 PANDEMIC AND CONSUMER-EMPLOYEE-ORGANIZATION WELLBEING: A DYNAMIC CAPABILITY THEORY APPROACH


**Abstract**

The consumers, employees, and organizations have been deeply impacted by Covid-19 pandemic. The present study offers a detailed coping mechanism for organizations based on the extant literature and content analysis of responses of senior management executives. The study is based on semi-structured long interviews with senior executives from various industries. Various measures have been identified for firms as a coping strategy for crisis management and customer well-being. Covid-19 has changed the way individuals live. This study suggests that firms should come forward for well-being of their employees in this new normal. One of the major shifts due to pandemic is in consumer behavior and their consumption habits. Pandemic made consumers go for digitization, think for hygiene, sustainability, and local products. And firms should keep the changed consumer behavior in mind while manufacturing the products. Furthermore, present study suggests that firms can create a positive image of their company by doing CSR activities for society's well-being.
ABDC "A", Scopus, UGC, Impact Factor - 7.246 (5.651)

STRATEGIC ADVANTAGE THROUGH SOCIAL INCLUSIVITY: AN EMPIRICAL STUDY ON RESOURCE BASED VIEW IN HEALTH INSURANCE FIRMS IN INDIA


**Abstract**

Strategic social advantage in firms has emerged as a concept that balances the social and fiscal goals of firms. Towards this end, restructuring organizational designs to reduce societal inequalities is gaining prominence. Disruptive technologies are transforming the social and economic context of businesses. Given this background of altered technological, social and economic contexts, a strategic social advantage framework, based on managerial perceptions, has been proposed in this study by integrating the theories of competitive advantage and social orientation of firms. The goal of this study was to develop a social strategic advantage model for firms in the context of micro health insurance business in India. Using Structural Equation Modeling supported by Hayes’ multiple mediation model a socially embedded strategic advantage framework was developed. The study methodology was based on the perceptions of 565 managers in health insurance services. The results indicated that inclusive emerging technologies, product innovation, knowledge management practices, and socio-technical expertise formed the multiple mediators that connected inclusive service delivery and people orientation in firms to strategic social advantage of firms. Managerial experience had a moderating effect on the relationship between management of inclusive emerging technologies and knowledge management practices of firms. This finding implied that with higher experience, firm managers perceived that effective management of inclusive emerging technologies leads to robust knowledge management practices in firms. While younger managers were expected to be passionate about modern-day technologies, this counterintuitive outcome entailed that with more experience regarding market dynamics, managers would ardently drive implementation of emerging technologies to achieve strategic social advantage.
PROPOSED MANAGERIAL COMPETENCIES FOR INDUSTRY 4.0 – IMPLICATIONS FOR SOCIAL SUSTAINABILITY


Abstract

Industry 4.0 (I4.0) is creating a paradigm shift within the current industrial context. The study presented in this paper involved identifying and proposing the managerial competencies needed for a successful I4.0 environment. I4.0 is a complex phenomenon that spans multiple technologies and requires an extensive set of capabilities that managers and organizations need to develop in their functional and business contexts. Using the published literature on I4.0, we uncovered the key themes following a qualitative coding method that identified the managerial competencies most relevant to I4.0. We thus identify a set of 14 managerial competencies as crucial to I4.0. We further contribute to the literature by making an assessment of the significance of all these competencies and proposing a competency model with behavioral descriptors for each. We expect the findings in this paper to benefit business organizations, policy makers, academics, and other stakeholders engaged in developing the capabilities required for an I4.0 ecosystem.
EXAMINING THE DETERMINANTS OF SUCCESSFUL ADOPTION OF DATA ANALYTICS IN HUMAN RESOURCE MANAGEMENT – A FRAMEWORK FOR IMPLICATIONS

Abstract

Data analytics has gained importance in human resource management (HRM) for its ability to provide insights based on data-driven decision-making processes. However, integrating an analytics-based approach in HRM is a complex process, and hence, many organizations are unable to adopt HR Analytics (HRA). Using a framework synthesis approach, we first identify the challenges that hinder the practice of HRA and then develop a framework to explain the different factors that impact the adoption of HRA within organizations. This study identifies the key aspects related to the technological, organizational, environmental, data governance, and individual factors that influence the adoption of HRA. In addition, this paper determines 23 sub-dimensions of these five factors as the crucial aspects for successfully implementing and practicing HRA within organizations. We also discuss the implications of the framework for HR leaders, HR Managers, CEOs, IT Managers and consulting practitioners for effective adoption of HRA in organization.
MAPPING THE THEMES AND INTELLECTUAL STRUCTURE OF CUSTOMER ENGAGEMENT: A BIBLIOMETRIC ANALYSIS


Abstract

Purpose
Customer engagement (CE) as a domain of research started gaining impetus when it became apparent that it can be a key driver of a firm's performance, competitive advantage and loyalty. The purpose of this study is to develop a deep understanding of the CE construct in marketing literature using bibliometric analysis.

Design/methodology/approach
In this study, 940 articles were retrieved from Scopus, the well-known electronic database. Bibliographic coupling and co-occurrence analysis using VOSviewer along with content analysis were employed.

Findings
After careful content analysis, six clusters were identified through bibliographic coupling: (1) modeling customer engagement, (2) customer engagement theory and empirical validation, (3) customer engagement and service-dominant logic, (4) customer engagement and social media, (5) customer engagement and brand platforms and (6) engagement in other contexts. The outcomes of this study would not only be valuable for scholars working in the CE domain, but could also be useful for practitioners and policymakers who wish to enhance their understanding about CE.
THE IMPACT OF EWOM ON CONSUMER BRAND ENGAGEMENT


Abstract

Purpose

It is empirically proven that enhanced engagement with a focal medium motivates a consumer to post electronic word-of-mouth (eWOM). However, what has not been explored is whether enhanced exposure to eWOM results in greater consumer brand engagement (CBE). While answering this question, this study also assesses the influence of eWOM and CBE on customer loyalty and satisfaction with the brand. The study has been conducted across two products—a search product and an experience product.

Design/methodology/approach

A model is developed and hypotheses are proposed using the Elaboration Likelihood Model which are then tested using PLS-SEM. Data was collected from 712 respondents across India.

Findings

Findings indicate that eWOM significantly and positively affects CBE in both product categories. CBE significantly and positively influences both satisfaction and loyalty. eWOM is not significantly related to loyalty for both search and experience products. It is, however, found to be significantly and positively associated with satisfaction in case of the experience product, while a non-significant relationship was found for the search product.
ABDC "A", Scopus, Impact Factor - 1.217

SPOT EXCHANGE RATE VOLATILITY, UNCERTAIN POLICIES AND EXPORT INVESTMENT DECISION OF FIRMS: A MEAN-VARIANCE DECISION APPROACH


**Abstract**

This paper studies characteristics of optimal investment decisions of risk-averse firms who engage in exports under two types of risks: endogenous and background risks. While endogenous risk arises from the fluctuations in spot exchange rate and affects directly the profit of an exporting firm, background risk arises from uncertain changes in firm- and industry-specific domestic and foreign policies. We propose a mean-variance decision-theoretic model to trace out impact of perturbations in the distributions of these uncertainties on the optimal investment strategy. A testable empirical model is derived and applied to a panel of 840 exporting Indian manufacturing firms for the period 1995–2015. Our results suggest that Indian manufacturing exporters depict decreasing absolute risk aversion and that firms’ risk preferences are prone to variance vulnerability.
ABDC "A", Scopus, UGC, Web of Science, Impact Factor - 1.696

DIFFERENTIAL EFFECTS OF TRADE OPENNESS ON INDIAN MANUFACTURING FIRMS


Abstract

We examine the performance of different types of Indian manufacturing firms for the 1999–2004 and the 2004–09 periods, before and after significant trade liberalization took place under the Export-Import (EXIM) policy of 2004–09. Based on firm-level balanced panel data from the Centre for Monitoring Indian Economy (CMIE) Prowess database, we assess the differential impact of this policy on the performance of food and agro-based versus non-food and non-agro based firms as well as on large versus small firms, while controlling for firm and industry-specific characteristics. By using a semi-parametric Difference-in-Difference model we find that the EXIM policy had a positive effect on firm-level productivity and profitability in the case of non-food and non-agro based firms which experienced significant trade liberalization while food and agro-based firms, which remained relatively protected, exhibited stagnant and weak performance. We also find that trade liberalization mainly benefited large as opposed to Small and Medium sized firms. We conclude that continued trade protection has hurt certain Indian manufacturing industries and that alongside trade liberalization, complementary policies that address structural and other constraints faced by certain groups of firms, also need to be implemented.
ABDC "A", Scopus, UGC, Web of Science, Impact Factor - 1.659

SWITCHING BEHAVIOUR AS A FUNCTION OF NUMBER OF OPTIONS: HOW MUCH IS TOO MUCH FOR CONSUMER BEHAVIOUR


Abstract

The number of alternatives for consumers in almost all purchase situations is increasing at an extremely rapid pace. Although more choices may have many benefits to the consumers, recent studies on choice overload have found that choosing from large alternatives may lead to negative consequences. Majority of the choice overload research has compared only two groups of small versus large assortment size. In extant literature, there is no clarity as to what are small and large assortment sizes. Assortment size used as small in one study has been used as large in some other studies. Small assortment size varied from 2 to 60 choices and large assortment size from 3 to 300 choices in past studies, and the presence of choice overload has been reported at completely different levels of assortment sizes. This study has used an array of six choice sets from 6 to 36 options as compared to just two groups of small versus large assortment. Switching likelihood of consumers was used to capture the choice overload effect in this study. The probability of consumers switching their earlier choice was plotted as a function of number of options using binary logistic regression. Results showed that probability of switching was almost a linearly increasing function of assortment size from 6 to 36 options. The graph of predicted probabilities from 2 to 300 options showed a sharp increase in switching behaviour initially and subsequent flattening of the curve when options became very large.
ABDC "A", Scopus, UGC, Web of Science

CUSTOMER EXPECTATIONS AND MODERATING ROLE OF DEMOGRAPHICS IN FRESH FOOD RETAIL: A STUDY AMONG INDIAN CONSUMERS


**Abstract**

**Purpose**
The purpose of this paper is to identify the dimensions of customer expectations and study the moderating role of demographics in the context of fresh food retail.

**Design/methodology/approach**
A structured questionnaire was designed using extant literature review followed by expert opinions. The survey was conducted among the customers in the twin cities of Maharashtra in India. The factors of customer expectations were identified using exploratory factor analysis (EFA) and further confirmed using confirmatory factor analysis in SPSS and AMOS, respectively. The significance of the customer expectations on customer satisfaction was studied using structural equation modeling. Subsequently, the role of demographics was studied using two-step cluster analysis and multigroup moderation.

**Findings**
During EFA three factors emerged, namely, product-related features, in-store quality and store support services. Structural model evaluation found product-related features and in-store quality significantly influencing the customer satisfaction, while store support services were found as a non-significant factor in the region studied. Further, using cluster analysis customers were segregated into three groups, namely, traditional, autonomous and premium customers, where the premium customers were found to prefer the store support services on a higher scale, and similar results were obtained using multigroup moderation. Demographics, namely, gender, age, respondents’ income and marital status moderated for product-related features and in-store quality. Interestingly, respondents’ income also moderated for the store support services.
FRAMEWORK FOR MEASURING USAGE INTENTION OF DIGITAL COUPONS: A SPADM APPROACH


Abstract

The coupon is one of the most popular methods of promotion. This study focuses on developing a comprehensive framework for measuring usage intention of digital coupons among moviegoers. The study adopted a step by step ‘S-P-A-D-M’ procedure for building a framework for usage intention of digital coupons by reviewing the extant literature and by interviewing domain experts. The framework highlights that intention to search, coupon proneness, and perceived coupon value are the key variables influencing the usage intention of digital coupons. Propositions have also been developed for each relationship. This study provides managerial guidelines to increase coupon redemption and identifies future agenda based on the proposed framework.
ABDC "A", Scopus, Web of Science

DIGITAL COUPON REDEMPTION: CONCEPTUALIZATION, SCALE DEVELOPMENT AND VALIDATION


Abstract

The purpose of this study is to develop a reliable and valid scale for measuring digital coupon redemption. The scale development process began with the grounded theory approach for item generation. This was followed by the development of a conceptual framework, item generation, initial reliability analysis, exploratory factor analysis and confirmatory factor analysis (CFA) based on primary data collected from 609 participants. For validating the scale, the CFA was repeated using data from 411 unique participants. Results from two independent surveys supported the proposed scale in terms of construct, convergent and discriminant validity. Survey study resulted in a 45-item digital coupon redemption scale. It also covers digital aspects such as intention to search, attitude toward internet searching, perceived risk, perceived convenience and personal innovativeness which were not covered in earlier promotion scales. This scale would assist marketers to maximize digital coupon redemption during their promotion campaigns. This is the first attempt to provide a comprehensive scale to measure digital coupon redemption in the marketing literature.
ABDC "A", Scopus, Web of Science

DIGITAL MARKETING FOR B2B ORGANIZATIONS: STRUCTURED LITERATURE REVIEW AND FUTURE RESEARCH DIRECTIONS


Abstract

Purpose
This study aims to analyze the available literature on the use of digital marketing in a business-to-business (B2B) context. It identifies gaps in the current research knowledge and proposes a research agenda for scholars and practitioners.

Design/methodology/approach
A systematic literature review has been conducted on B2B digital marketing. The various themes have been identified on the basis of the comprehensive analysis of extant literature. Also, semi-structured interviews with B2B marketing experts were also conducted to further refine the emerged digital marketing themes.

Findings
Although some B2B firms use digital marketing, most are unable to leverage its full benefits because of the dearth of comprehensive research on the subject. This review provides an insight into the emerging themes by developing a collaborative conceptual framework. The review highlights that few areas such as digital marketing communication and sales management have witnessed steady development while decision support systems, critical success factors, electronic marketing orientation (EMO), etc., were lesser explored. Furthermore, it identifies research gaps and highlights the emerging research themes for future researchers.

MODELING THE INDUSTRY 4.0 ADOPTION FOR SUSTAINABLE PRODUCTION IN MICRO, SMALL & MEDIUM ENTERPRISES


Abstract

The objective of making an organization ‘sustainable’ needs development on the economic, environmental, and social fronts. Indian Micro, Small & Medium Enterprises are facing the competition posed by rising technological advances in the market. Thus, Industry 4.0 intervention shall be highly useful in this context. This study assesses the barriers involved in implementing Industry 4.0 for sustainable production, and it attempts to find causality among the barriers using the ‘Decision Making Trial and Evaluation Laboratory’ method. The study considers eight barriers to implement Industry 4.0 for sustainable production. These barriers are inter-related and have causal relationships among them. This causality is represented graphically. The applied method delineates barriers under consideration for causality into two groups, namely; ‘influencer’ and ‘influenced.’ It also illustrates the strength of the influence of one barrier over the other through numerical values. The prime contribution of this study is to not only find the influencing barriers but also to mitigate them by allocating scarce organizational resources. Mitigating the influencing barriers would help in managing the influenced challenges. ‘Technological upgradation’, ‘lack of policy frameworks’ are the top two barriers that find its place in the hierarchy of importance established by this study. These barriers are also classified into the ‘cause’ group. Also, this study establishes that ‘difficulty in access to credit’ and ‘non-readiness of the workforce’ in adopting Industry 4.0 are ‘influenced’ barriers. This study shall be of importance to the small business practitioners and government analysts in evaluating barriers in implementing sustainable production initiatives using Industry 4.0. With this, Indian Micro, Small & Medium Enterprise needs to upgrade by upskilling young working population for the forthcoming technological revolution of Industry 4.0. Finally, we suggest several important implications for managers and policymakers.

SERVITIZATION RESEARCH: A REVIEW AND BIBLIOMETRIC ANALYSIS OF PAST ACHIEVEMENTS AND FUTURE PROMISES


**Abstract**

Manufacturing firms are increasingly adopting a strategy known as 'servitization' to add services to existing product-based offerings to stimulate additional revenue and growth. While the emerging research domain of servitization is mobilizing relevant knowledge across academic establishments, the present study aims to perform a comprehensive bibliometric analysis to organize the prior knowledge in this area, more importantly, highlights areas for future research. This study acknowledges important contributions from authors and organizations, as identified through analyses of citation chains and co-authorship networks. Next, a co-citation analysis of the prior literature is used to identify four main thematic areas relating to capability development, customer involvement, business models, and transformational challenges for servitization. Finally, the dynamic co-citation analysis technique reveals the development of these thematic areas. This study assumes importance in the extant literature by delivering valuable insights from the prior research on servitization and by providing guidance for future avenues of study.
ABDC "A", Scopus, Web of Science, Impact Factor: 2.496

FACTORS INFLUENCING THE ADOPTION POSTPONEMENT OF MOBILE PAYMENT SERVICES IN THE HOSPITALITY SECTOR DURING A PANDEMIC


Abstract

In the post-COVID-19 era, the hospitality sector may witness a wider use of mobile payment services (MPS) not requiring physical contact. But consumers may postpone adoption of MPS in wait for a more attractive iteration. Given consumers' reluctance to adapt to such services, an investigation into MPS adoption postponement and the factors contributing to it is thus needed. Our research model extends the innovation resistance theory by including two behavioral measures (privacy concerns and visibility) and examining how security concerns moderate the associations between them. We analyzed data from 308 respondents who had previously purchased accommodation and transportation services using MPS, employing structural equation modeling to test the research model. The crucial factors we identified were usage barrier and image barriers, privacy concerns, and visibility. Furthermore, security concerns significantly moderated the association between image barrier and MPS adoption postponement in the hospitality sector. The present study thus has important theoretical and practical implications for hospitality managers, particularly for understanding consumers’ behavior toward MPS use and how to leverage these services accordingly. Finally, we suggest that future researchers may investigate the factors causing the adoption postponement of other technological innovations in this sector.
ABDC "A", Scopus, Web of Science, Impact Factor: 2.485

BIBLIOMETRIC ANALYSIS AND LITERATURE REVIEW OF ECOTOURISM: TOWARD SUSTAINABLE DEVELOPMENT


**Abstract**

In recent decades, rising consumer interest in visiting relatively less commercialized natural destinations has facilitated the growth of ecotourism. Yet the research on ecotourism is fragmented, presenting gaps in the current understanding of this topic. This study performs a bibliometric analysis to assimilate the present knowledge from a total of 878 articles published in six reputable outlets between 1990 and 2019. The study analyzed citation chains and coauthorship networks to acknowledge contributions from select authors, organizations, and countries. Next, a cocitation analysis of the prior literature identified four major thematic areas: ecological preservation, residents' interests, the carbon footprint, and tourists' behaviors. Further, a dynamic cocitation analysis technique mapped the development of these thematic areas. Subsequently, a content analysis of the four thematic areas delivered significant insights about prior research in the domain and indicated future avenues of research.
ABDC "A", Scopus, Web of Science, Impact Factor: 2.122

BIG DATA ANALYTICS IN HEALTHCARE: A SYSTEMATIC LITERATURE REVIEW


**Abstract**

The current study performs a systematic literature review (SLR) to synthesise prior research on the applicability of big data analytics (BDA) in healthcare. The SLR examines the outcomes of 41 studies, and presents them in a comprehensive framework. The findings from this study suggest that applications of BDA in healthcare can be observed from five perspectives, namely, health awareness among the general public, interactions among stakeholders in the healthcare ecosystem, hospital management practices, treatment of specific medical conditions, and technology in healthcare service delivery. This SLR recommends actionable future research agendas for scholars and valuable implications for theory and practice.
Understanding the developmental trajectories of big data analytics in the corporate context is highly relevant for information systems research and practice. This study presents a comprehensive bibliometric analysis of applications of big data analytics in enterprises. The sample for this study contained a total of 1727 articles from the Scopus database. The sample was analyzed with techniques such as bibliographic coupling, citation analysis, co-word analysis, and co-authorship analysis. Findings from the co-citation analysis identified four major thematic areas in the extant literature. The evolution of these thematic areas was documented with dynamic co-citation analysis.

EXAMINING M-COUPON REDEMPTION INTENTION AMONG CONSUMERS: A MODERATED MODERATED-MEDIATION AND CONDITIONAL MODEL


**Abstract**

The low redemption rate of coupons presents a challenge for marketers and scholars. While numerous studies have endorsed the potential of mobile (m)-coupons, not much is known about the consumer’s intention to redeem such coupons. This study uses Value-based Adoption Model (VAM) to explain the redemption intention of m-coupons among coupon redeemers. Apart from studying coupon proneness and perceived convenience, this study empirically examined perceived privacy risk (PPR) (first moderator) and repeat usage behavior (second moderator) for m-coupon redemption intention. One of the key findings from 637 m-coupon users suggest that high repeat usage behavior of m-coupon redemption diminishes the influence of PPR. This suggest that marketers should offer a seamless end to end customer journey to increase m-coupon redemption. The other managerial implications have also been highlighted in the study.
INTERNATIONAL DIFFERENCE IN EMPLOYEE SILENCE MOTIVES: SCALE VALIDATION, PREVALENCE, AND RELATIONSHIPS WITH CULTURE CHARACTERISTICS ACROSS 33 COUNTRIES

Summary

Employee silence, the withholding of work-related ideas, questions, or concerns from someone who could effect change, has been proposed to hamper individual and collective learning as well as the detection of errors and unethical behaviors in many areas of the world. To facilitate cross-cultural research, we validated an instrument measuring four employee silence motives (i.e., silence based on fear, resignation, prosocial, and selfish motives) in 21 languages. Across 33 countries (N = 8,222) representing diverse cultural clusters, the instrument shows good psychometric properties (i.e., internal reliabilities, factor structure, and measurement invariance). Results further revealed similarities and differences in the prevalence of silence motives between countries, but did not necessarily support cultural stereotypes. To explore the role of culture for silence, we examined relationships of silence motives with the societal practices cultural dimensions from the GLOBE Program. We found relationships between silence motives and power distance, institutional collectivism, and uncertainty avoidance. Overall, the findings suggest that relationships between silence and cultural dimensions are more complex than commonly assumed. We discuss the explanatory power of nations as (cultural) units of analysis, our social scientific approach, the predictive value of cultural dimensions, and opportunities to extend silence research geographically, methodologically, and conceptually.
EXAMINING THE ROLE OF TRUST AND QUALITY DIMENSIONS IN THE ACTUAL USAGE OF MOBILE BANKING SERVICES: AN EMPIRICAL INVESTIGATION


Abstract

Mobile banking (m-banking) has emerged dynamically over the years due to consumers' increased use of mobile technologies, their ever-growing lifestyle choices and also the several different economic factors. This paper proposes a new research model by extending the DeLone & McLean information systems (D&M IS) success model to understand users’ actual usage of m-banking. The research model was tested and validated using data collected by survey from 227 Omani residents. This study employed a two-staged analytical approach by combining structural equation modeling and neural network analysis. The results divulge that satisfaction and intention to use stand as two important precedents of actual usage, and the satisfaction also mediates the relationship between service quality, information quality and trust with intention to use m-banking and negates with that of system quality. We have provided the theoretical as well as practical implications of the findings.
A ROBUST MULTIOBJECTIVE SOLUTION APPROACH FOR MEAN-VARIANCE OPTIMISATION OF CORRELATED MULTIPLE QUALITY CHARACTERISTICS


Abstract

Purpose
The primary objective of this study is to propose a robust multiobjective solution search approach for a mean-variance multiple correlated quality characteristics optimisation problem, so-called “multiple response optimisation (MRO) problem”. The solution approach needs to consider response surface (RS) model parameter uncertainties, response uncertainties, process setting sensitivity and response correlation structure to derive the robust solutions iteratively.

Design/methodology/approach
This study adopts a new multiobjective solution search approach to determine robust solutions for a typical mean-variance MRO formulation. A fine-tuned, non-dominated sorting genetic algorithm-II (NSGA-II) is used to derive efficient multiobjective solutions for varied mean-variance MRO problems. The iterative search considers RS model uncertainties, process setting uncertainties and response correlation structure to derive efficient fronts. The final solutions are ranked based on two different multi-criteria decision-making (MCDM) techniques.

Findings
Five different mean-variance MRO cases are selected from the literature to verify the efficacy of the proposed solution approach. Results derived from the proposed solution approach are compared and contrasted with the best solution(s) derived from other approaches suggested in the literature. Comparative results indicate significant superiorities of the top-ranked predicted robust solutions in nondominated frequency, closeness-to-target and response variabilities.

Research limitations/implications
The solution approach depends on RS modelling and considers continuous search space.

Practical implications
In this study, promising robust solutions are expected to be more suitable for implementation than point estimate-based MOO solutions for a real-life MRO problem.
MANAGERIAL CHALLENGES TO PROMOTING COMPETENCY-BASED INTELLECTUAL CAPITAL IN EMERGING MARKET ECONOMIES – DEVELOPING A FRAMEWORK FOR IMPLICATIONS


**Abstract**

**Purpose**
This study aims to explore the challenges experienced by managers in adopting competency modeling (CM) and recommends an approach to overcome these challenges in promoting competency-based intellectual capital in organizations.

**Design/methodology/approach**
Using in-depth interviews with organizational practitioners in India, this study identifies the challenges of competency modeling in emerging market economies.

**Findings**
This study identified nine contextual and eight non-contextual challenges in implementing CM practices in organizations. The framework addresses the CM challenges using direction setting, negotiation and selling, and monitoring and control dimension of implementation with behavioral, operational and change alignment aspects of CM. The framework proposes a checklist for stakeholders to help them diagnose and analyze the gaps in effective CM implementation.
ABDC ‘B’

FRIENDSHIP IN MARKETING: A TAXONOMY AND FUTURE RESEARCH DIRECTIONS


Abstract

The concept of friendship remains important from societal, academic, and practitioner perspectives. We find that there is a proliferation of research in the marketing discipline on the utilization and applicability of the concept of friendship, but the literature is fragmented. By fragmentation, we refer to the fact that the notion of friendship is tapped in multiple, independent research streams. As a result, there is a lack of an organized and holistic view of friendship-related research in the marketing domain. Drawing on an extensive literature review of 130 papers in more than 30 peer-reviewed scholarly journals across a 37-years time span (1980–2017), this paper synthesizes the extant friendship research in the domain of marketing through a taxonomy, which categorizes the different types of friendship conceptualizations based on two underlying characteristics, or dimensions, the formation of friendship, and consumption timeline. The proposed taxonomy shows the differences as well as the interrelationships between the different publications, giving a systematic view of the research landscape. We suggest future research avenues as well, for further research in the area of marketing-related friendships and highlight why the research is relevant from a real-world perspective.
ABDC "B", Scopus, UGC

DIVIDEND BEHAVIOUR OF INDIAN COMPANIES: POST MACROECONOMIC SHOCK

- **Ramesh Bhat**, I M Pandey, **Samveg Patel** (Accepted), Dividend Behaviour of Indian Companies: Post Macroeconomic Shock, Economic & Political Weekly, Sameeksha Trust, Accepted June 2021, (P) 0012-9976 (O) 2349-8846, ABDC "B", Scopus, UGC

**Abstract**

The impact of the macroeconomic shock of demonetisation in 2016 on the dividend payout policy of Indian companies is examined. The analyses of 2,157 Indian companies’ data for the period from 2013 to 2018 find that both aggregate dividend payout ratio and the number of companies paying dividends dropped in post-demonetisation years. The results of the dynamic system generalised method of moments show that the long-term target dividend payout ratio declined by 9.31% post demonetisation. The study suggests that major macroeconomic shocks affect the dividend payout decisions of companies.
LEVERAGE CONSTRAINTS OR PREFERENCE FOR LOTTERY: WHAT EXPLAINS THE LOW-RISK EFFECT IN INDIA?


Abstract

The study empirically investigates two theories that claim to explain the low-risk effect in Indian equity markets using a universe of stocks listed on the National Stock Exchange of India (NSE) from January 2000 to September 2018. Leverage constraints and preference for lottery are two major competing theories that explain the presence and persistence of the low-risk effect. While the leverage constraints theory argues that systematic risk drives low-risk anomaly and therefore risk should be measured using beta, lottery demand theory claims that irrational investor’s preference towards stocks with lottery-like payoffs is responsible for the persistence of the low-risk effect, and risk should be measured by idiosyncratic volatility. However, given that most of the risk measures are highly correlated, it is not easy to precisely measure a specific theory’s contribution to explaining the low-risk effect. The study constructs the Betting against correlation (BAC) factor to measure the contribution of leverage constraints to the low-risk effect. It further constructs the SMAX factor to untangle the contribution of lottery preference theory. The results show that leverage constraints theory predominantly explains the low-risk effect in Indian markets. This study contributes significantly to the body of literature, as this is the first such study on the Indian market, one of the major emerging markets, especially when the debate on theories explaining the low-risk effect is yet to settle.
ARE ASIAN EXCHANGES OUTLIERS? A MARKET QUALITY CRITERION


Abstract

This paper provides a practical, empirical and theoretical framework that allows investment managers to evaluate stock exchanges’ market quality when choosing among different plausible international trading venues. To compare trading exchanges, it extends the hypothesis of market microstructure invariance to trading across exchanges. A measure $\omega$, the ratio of the market-wide volatility to microstructure invariance, is introduced. The paper computes $\omega$ for the exchanges around the world. Its value for the NSE (India) is 24.5%, the Korea Exchange (Korea) is 7.9%, the Shanghai Exchange (China) is 3.5%, and the Shenzhen Exchange (China) is 4.4%, which is significantly different from that of major exchanges in the USA (NYSE – 0.8%, NASDAQ – 1.3%) and Europe (LSE (UK) – 0.4). This country risk dimension clearly identifies which equity exchanges cannot hold their own direct correlational hedges and therefore mandatorily require derivative positions, and has significant implications for the decision making of global long-short equity asset allocators in the Asian listed equity markets.
ABDC "B", Scopus

MICRO FOUNDATIONS APPROACH TO STRATEGIC AGILITY – EXPLORATION TO OPERATIONALIZATION


Abstract

Strategic agility (SA) has become an established construct in strategic management literature. SA has been an existential element in firms for superior firm responsiveness towards market requirements. The presence of SA in organizations resulted in achieving competitive superiority. However, there has been dearth of literature regarding the enablers of SA in organizations. The authors explored this based upon an exploratory study by anchoring the study in the banking industry, which was witnessing dynamic shifts in both the operating environment and the industry landscape. The research purpose was to build a process level understanding of SA through microfoundation approach. Data were collected from 34 expert bankers. Using content analysis technique, the researchers found 11 microfoundations. The two meta-capabilities of SA were strategic sensitivity and resource fluidity. Identification of these microfoundations would help managers to promote organizational SA and undertake effective and sustainable firm initiatives towards market response.
ABDC "B", Scopus, UGC

LOW-RISK EFFECT: EVIDENCE, EXPLANATIONS AND APPROACHES TO ENHANCING THE PERFORMANCE OF LOW-RISK INVESTMENT STRATEGIES


**Abstract**

The authors offer evidence for low-risk effect from the Indian stock market using the top-500 liquid stocks listed on the National Stock Exchange (NSE) of India for the period from January 2004 to December 2018. Finance theory predicts a positive risk-return relationship. However, empirical studies show that low-risk stocks outperform high-risk stocks on a risk-adjusted basis, and it is called low-risk anomaly or low-risk effect. Persistence of such an anomaly is one of the biggest mysteries in modern finance. The authors find strong evidence in favor of a low-risk effect with a flat (negative) risk-return relationship based on the simple average (compounded) returns. It is documented that low-risk effect is independent of size, value, and momentum effects, and it is robust after controlling for variables like liquidity and ticket-size of stocks. It is further documented that low-risk effect is a combination of stock and sector level effects, and it cannot be captured fully by concentrated sector exposure. By integrating the momentum effect with the low-volatility effect, the performance of a low-risk investment strategy can be improved both in absolute and risk-adjusted terms. The paper contributed to the body of knowledge by offering evidence for: a) robustness of low-risk effect for liquidity and ticket-size of stocks and sector exposure, b) how one can benefit from combining momentum and low-volatility effects to create a long-only investment strategy that offers higher risk-adjusted and absolute returns than plain vanilla, long-only, low-risk investment strategy.
ABDC "B", Scopus

COMPETENCY BASED SUPERIOR PERFORMANCE AND ORGANIZATIONAL EFFECTIVENESS


Abstract

**Purpose**
The purpose of this paper is to explore the relationship between competency-based performance management and organizational effectiveness (OE). It signifies the importance of developing competency-based performance concept in organizations. Since conventional performance management systems (PMSs) are diminishing and as organizations are looking for breakthrough PMSs, this research attempted to fill the gap from stakeholder’s perspective – employee, manager and organization in devising new approach in PMS.

**Design/methodology/approach**
The research design involved developing scale for “competency-based superior performance” and validating scale for “organizational effectiveness,” The data for this survey are collected from 292 respondents through structured questionnaire. Hypotheses depicting aforementioned relationships were empirically tested in the context of competency-based performance practices in organizations based in India. Structural equation modeling (SEM) technique was used for data analysis.

**Findings**
The empirical results provide methods to accelerate the performance management initiatives based on a leadership competency model (LCM), which are necessary for building performance culture in the organization. The paper contributes by developing a new scale for measuring competency-based performance practices. The scale for OE is revisited. A positive relationship between competency-based superior performance and OE with productivity, adaptability and flexibility has been empirically confirmed using SEM.
THE MEDIATING EFFECT OF MEANINGFUL WORK BETWEEN HUMAN RESOURCE PRACTICES AND INNOVATIVE WORK BEHAVIOR: A STUDY OF EMERGING MARKETS


Abstract

Purpose
This study is aimed at examining the mediating effect of meaningful work (MFW) between human resource practices (HRP) i.e. staffing, training, participation, performance-based evaluation, and reward with innovative work behavior (IWB) of Indian small and medium-sized enterprise (SME) employees.

Design/methodology/approach
This is a cross-sectional study with data of 199 respondents collected from the Indian SME sector. The mediation path was analyzed using multiple hierarchical regression analysis and processes.

Findings
Results of the study indicate that human resource practices, i.e. staffing, training and participatory decision making, are positively related to IWB; MFW mediates the relationships between these human resource practices and IWB. Interestingly, performance-based evaluation and reward are not found to be related positively to IWB in SMEs.

Originality/value
The study adds value to SME literature on how SMEs may promote innovation amongst their employees. In addition, the findings of the present study add to human resource management (HRM) literature regarding practices in Indian SMEs.
ABDC "B", Scopus, Impact Factor - 4.805

IDENTIFICATION OF KNOWLEDGE ASSETS IN CONSTRUCTION PROJECTS AND THEIR IMPACT ON PROJECT PERFORMANCE


**Abstract**

**Purpose**
The previous researchers have identified human capital, relational capital and structural capital as knowledge assets in knowledge-driven organizations. The current study is an attempt to identify and validate the knowledge assets in construction projects. The study also aims to understand the interrelation of these knowledge assets and their impact on project performance through the development of a conceptual model.

**Design/methodology/approach**
The study is divided into three phases. In phase I, the constructs of “knowledge assets” and “project performance” in construction projects are identified using the exploratory factor analysis. In phase II, these constructs are validated using confirmatory factor analysis. Two separate surveys are conducted for phase I and phase II, respectively. In phase III, the authors develop two conceptual models based on the literature review and two construction project cases in India. The models examine the inter-relationship of knowledge assets and measures their impact on project performance. The models are empirically tested using the responses of the second survey through a structural equation model.

**Findings**
The study extracts four knowledge asset constructs and one performance construct which are named human capital, structural capital, relational capital, human capital capacity building process and project performance, respectively. The study finds that both the conceptual models are statistically excellent fit. The results of the models suggest that relational capital and structural capital have a direct positive impact on project performance, whereas human capital has an indirect effect on project performance mediated through relational capital, structural capital and human capital capacity building process.
INVESTMENT ATTITUDE OF MILLENNIALS TOWARDS CRYPTOCURRENCIES


Abstract:

Purpose This study presents research on the awareness and aspirations of millennials towards different investment asset classes with a special focus on cryptocurrencies. Cryptocurrencies are technology dependent digital money systems which have created a buzz in the financial markets in a very short period of time. Digital currencies like Bitcoin, Ethereum, Ripple, Bitcoin Cash, etc., are considered as a new investment asset category that seems to be associated with high risk and return. There are a number of advantages and disadvantages associated with them, but countries, like Japan and the US, have accepted them for some types of transaction, however, India, one of the five largest emerging economies of 2018, has still not accepted them. In spite of government and regulatory inertia towards cryptocurrencies, we have found that awareness and aspiration to invest in this category among millennials is increasing. The objective of this paper is to understand the investment attitudes of millennial investors towards the desire to invest in cryptocurrencies given the disposition of this generation towards the digital world and technologies. Study design This study is conducted in Mumbai to assess the interest levels in this category especially among the millennial generation. This is a primary research study and data has been collected via face-to-face interviews, and a structured questionnaire, with suitable open-ended questions, involving 100 millennial retail investors in Mumbai, and a random sampling method. The participants were aware of the risk level of the selected financial products. Descriptive statistics and advance analysis techniques, such as correlation, factor and multiple regression analysis, were used as tools to describe relationships in the investment category, to decipher the pattern of the decision-making process among millennials with respect to investment in different categories of financial products. Findings The underlying motivation for any financial investment is growth and appreciation of value at an expected rate of return. It is this motivation that needs to be managed by any financial planner, and this is the foundational finding of our research with respect to cryptocurrencies. This study provides information to regulators, recommending adoption of cryptocurrencies within a regulated structure in India. Limitations This study has been conducted in Mumbai only. Implications The fundamental objective of any investment is a positive return and that positive return has to be well managed by governments, regulators and financial marketers. Contribution This study presents new evidence given the changes that have occurred recently in the financial markets and also highlights the variables that could be determining factors of risk appetite/tolerance for millennial retail investors. It clearly highlights that financial literacy and maturity of millennial investors will drive interest levels in a particular asset class. Prior knowledge about the level of diffusion and adoption of cryptocurrencies as a new asset among Indian millennials will help in creating a relevant policy framework. This will also help in creating a society-safety network among rising digital communities. This is a potentially transparent technological solution that can facilitate many financial solutions such as investments, remittances, and innovative ways to build financial inclusion in society.
ABDC "B", Scopus

LEADERSHIP: MAKING AN IMPACT, INSPIRING ORGANIZATION, AND GETTING TO THE NEXT LEVEL

- Sateesh Seth, (2020-21), Leadership: Making an impact, inspiring organization, and getting to the next level, Human Resource Development International, Taylor and Francis Ltd., Published online: 23 Mar 2020, 1367-8868, 1469-8374, ABDC "B", Scopus

Abstract

The purpose of this article is to present the perspective of leadership in today’s organizational context. The article briefly discusses different steps a leader needs to take in the leadership journey aligned to organizational success. These are building a unifying vision, developing a strategy, getting great people on board, focusing on results, innovating for the future and leading yourself. The article reinforces the fundamental elements of leadership but aligns the leadership with the organization which has a purpose, strategy, people, and stakeholders and ensuring the element of leadership success with organizational success.
ABDC "B", Scopus

STRATEGIC TALENT MANAGEMENT – CONTEMPORARY ISSUES IN INTERNATIONAL CONTEXT


Abstract

The purpose of this article is to present the perspectives of the Strategic Talent Management from organizational stakeholders – managers, business heads, CEOs, and HRM practitioners-within organizations for creating value added talent culture. The article briefly discusses different approaches to STM such as ‘Resource Based View (RBV)’, ‘Managing expert talent’, ‘Supply chain approach to talent management’, ‘Employer branding and career management’, ‘Typology of management strategies’, ‘globalizing the HR Architecture’. This article contributes to the domain of STM for HRD perspective by establishing a bridge between practice and theory.
REDEMPTION INTENTION OF COUPONS: A META-ANALYTICAL REVIEW AND FUTURE DIRECTIONS


**Abstract**

This study proposes a framework to improve the understanding of factors influencing consumer’s intention to redeem digital coupons by employing meta-analysis. The low coupon redemption rates of around two per cent remain a major challenge for the marketers. This study focuses on this pertinent issue by employing the meta-analysis procedure for the first time on digital coupons. Additionally, a systematic literature review has also been conducted on coupons. Results suggest that customer behavioural characteristics such as attitude along with coupon proneness have a higher influence on coupon redemption rates than the coupon design elements which impact perceived value and convenience. Meta-analysis reveals important gaps in the extant literature and identifies the future agenda.
Abstract

Purpose
The purpose of this paper is to address three key objectives. The first is the proposal of an enhanced multi-objective optimisation (MOO) solution approach for the mean and mean-variance optimisation of multiple “quality characteristics” (or “responses”), considering predictive uncertainties. The second objective is comparing the solution qualities of the proposed approach with those of existing approaches. The third objective is the proposal of a modified non-dominated sorting genetic algorithm-II (NSGA-II), which improves the solution quality for multiple response optimisation (MRO) problems.

Design/methodology/approach
The proposed solution approach integrates empirical response surface (RS) models, a simultaneous prediction interval-based MOO iterative search, and the multi-criteria decision-making (MCDM) technique to select the best implementable efficient solutions.

Findings
Implementation of the proposed approach in varied MRO problems demonstrates a significant improvement in the solution quality in worst-case scenarios. Moreover, the results indicate that the solution quality of the modified NSGA-II largely outperforms those of two existing MOO solution strategies.
ABDC "B",

BARRIERS TOWARDS THE ADOPTION OF DIGITAL LEARNING PLATFORMS


Abstract

The Covid-19 pandemic accelerates the enrolments on courses available on digital learning platforms, or Massive Open Online Courses (MOOC). However, many candidates are dropping out of these courses. This study aims to identify potential factors that motivate students to drop-out from online courses. A qualitative survey is conducted among such students. Data from the qualitative survey is analyzed following a Meta-ethnography approach. The study findings suggest that the factors affecting the students' adoption of MOOCs may be broadly classified into four groups that represent usage barrier, value barrier, tradition barrier, and image barrier, respectively. Findings from the metaethnographic study are validated with a focused group discussion. As the Covid-19 pandemic is irreversibly digitizing the learning processes, findings from this study offer important implications for educators offering online courses and managers of learning platforms.
ABDC "B", Scopus, Web of Science

ADOPTION OF E-GOVERNANCE: THE MEDIATING ROLE OF LANGUAGE PROFICIENCY AND DIGITAL DIVIDE IN AN EMERGING MARKET CONTEXT


**Abstract**

**Purpose**
This study aims to investigate India’s poor performance in the overall implementation of e-Governance despite significant improvements in the quality and scope of e-Government services in the country.

**Design/methodology/approach**
The study proposes a conceptual model based on four hypotheses that are tested using the structural equation modeling technique. Based on the results obtained, the conceptual model is suitably modified.

**Findings**
The major finding of the study is that “English proficiency” and “digital divide” sequentially mediate the relationship between “service quality” and the “willingness to adopt e-Governance” in India.
ABDC "B", Scopus, Web of Science

ALLEVIATING EMPLOYEE WORK- FAMILY CONFLICT: ROLE OF ORGANIZATIONS


Abstract

Purpose
The study aims at exploring the constructive role that organizations can play in enabling their employees move from work-family conflict (WFC) to a more integrated work–life solution.

Design/methodology/approach
Being socially and culturally contextual by nature, a qualitative methodology that involved in-depth interviews with the respondents was chosen for the study. This facilitated the respondents to discuss in detail their WFC experiences and the expectations that they hold from their organizations.

Findings
The findings of the study suggested the importance of effective two-way communication between employees and top management, structural and cultural support from the organization and the importance of redesigning and restructuring jobs in an attempt to reduce work-role overload.

Practical implications
Organizations can foster initiatives that can lead to a healthier work–life balance of the employees, which can further result in a more creative, committed, satisfied and diverse workforce for them.

Social implications
A better work environment that facilitates smoother balance between work and non-work responsibilities can lead to better physical and psychological health of the employees and reduced instances of discord in work and family domains.

Originality/value
Most studies on WFC have focused on the adverse impact of WFC; the present study adopts a solution-oriented approach to finding ways in which resourceful entities such as big organizations can take steps in alleviating WFC experiences of their employees.
THE VOLATILITY EFFECT ACROSS SIZE BUCKETS: EVIDENCE FROM THE INDIAN STOCK MARKET


**Abstract**

The portfolio of low-volatility stocks earns high risk-adjusted returns over a full market cycle. The annual alpha spread of low versus high-volatility quintile portfolios is 25.53% in the Indian equity market for the period from January 2000 to September 2018. The low-volatility (LV) effect is not an overlap of other established factors such as size, value or momentum. The effect persists across various size buckets (market capitalization). The performance of the low-volatility effect within various size buckets is analyzed using three different portfolio formation methods. Irrespective of the method of portfolio construction, the low-volatility effect exists and it also generates economically and statistically significant risk-adjusted returns. The long-short portfolios across the study deliver exceptionally high and statistically significant returns accompanied by negative beta. The low-volatility effect is not restricted to small or illiquid stocks. The effect delivers the highest risk-adjusted returns for the portfolio consisting of largecap stocks. Though the returns of the portfolio comprising of large-cap LV stocks are lower than the returns of the portfolio comprising of small-cap LV stocks, its Sharpe ratio is higher because of less risky nature of large-cap stocks as compared to small-cap stocks. The LV portfolio majorly comprises of large-cap, growth and winner stocks. But within size buckets, large-cap and mid-cap low LV picks growth and winner stocks, while small-cap LV picks value stocks.
INTEGRATING WEARABLE TECHNOLOGY PRODUCTS AND BIG DATA ANALYTICS IN BUSINESS STRATEGY: A STUDY OF HEALTH INSURANCE FIRMS


Abstract

Purpose This study aims to explore the impact of the adoption of wearable technology products for Indian health insurance firms. It identifies the key dynamic capabilities that health insurance firms should build to manage big data generated by wearable technology so as to attain a competitive advantage.

Design/methodology/approach A qualitative exploratory study using in-depth personal interviews with 53 Indian health insurance experts was conducted with a semi-structured questionnaire. The data were coded using holistic and pattern codes and then analyzed using the content analysis technique. The findings were based on the thematic and relational intensity analysis of the codes.

Findings An empirical model was established where all the propositions were strongly established except for the moderate relationship between wearable technology adoption and product innovation. The study established the nature of the interaction of variables on technology policy, organizational culture, strategic philosophy, product innovation, knowledge management and customer service quality with wearable technology adoption and also ascertained its influence on firm performance and competitive advantage.

Research limitations/implications From a dynamic capabilities perspective, this study deliberates on wearable technology adoption in the health insurance context. It also explicates the relationship between the variables on technology policy, organizational culture, strategic philosophy, product innovation, knowledge management and customer service quality with wearable technology adoption on firm performance.

Originality/value This study is one of the first studies to add the context of wearable technology and health insurance to the existing body of knowledge on dynamic capabilities and sustainable competitive advantage for the service sector. It would help existing and prospective players in adopting or setting up appropriate business models.
APPLICATION OF DIGITAL TECHNOLOGIES IN HEALTH INSURANCE FOR SOCIAL GOOD OF BOTTOM OF PYRAMID CUSTOMERS IN INDIA


Abstract

Purpose Social health insurance framework of any country is the national identifier of the country’s policy for taking care of its population which cannot access or afford quality healthcare. The purpose of this paper is to highlight the strategic imperatives of digital technology for the inclusive social health models for the BoP customers. Design/methodology/approach A qualitative exploratory study using in-depth personal interviews with 53 Indian health insurance CXOs was conducted with a semi-structured questionnaire. Using MaxQDA software, the interview transcripts were analyzed by means of thematic content analysis technique and patterns identified based on the expert opinions. Findings A framework for the strategic imperatives of digital technology in social health insurance emerged from the study highlighting three key themes for technology implementation in the social health insurance sector – analytics for risk management, cost optimization for operations and enhancement of customer experience. The study results provide key insights about how insurers can enhance the coverage of BoP population by leveraging technology. Social implications The framework would help health insurers and policymakers to select strategic choices related to technology that would enable creation of inclusive health insurance models for BoP customers. Originality/value The absence of specific studies highlighting the strategic digital imperatives in social health insurance creates a unique value proposition for this framework which can help health insurers in developing a convergence in their risk management and customer delight objectives and assist the government in the formulation of a sustainable social health insurance framework.
ABDC "B", Scopus, UGC, Web of Science

STOCK PLEDGING AND EARNINGS MANAGEMENT: AN EMPIRICAL ANALYSIS


Abstract

Purpose The purpose of this paper is to investigate the impact of agency risk implied in case of personal debt obtained by promoters through pledging of their stock on accrual and real earnings management practices.

Design/methodology/approach In this paper abnormal accruals, as suggested in Dechow et al. (1995), and the real earnings management proxies as indicated in Dechow et al. (1998) and Roychowdhury (2006) are used. OLS regression is run over 29,054 firm-years of Indian companies starting from the year 2008 to 2016. Then the occurrence of earnings management is tested in firms in year t where promoters pledge/release their holdings from the pledge in year t +1. Findings The findings suggest that earnings management increases in the prior year with an increase in the proportion of promoters’ stock pledge in the subsequent year. The authors find evidence for increased earnings management through accruals and also for real earnings management using abnormal cash flows and abnormal discretionary expenses. However, the authors do not find real earnings management using abnormal production cost as a measure.

Practical implications The paper has considerable implications on managerial behavior toward earnings management because of the flexibility managers have in applying accounting policies and authority in operating decisions under domestic GAAP, and IFRS and earnings are prone to management tactics, fostering agency risk when they relate to the welfare of decision makers.

Originality/value This paper addresses the consequences of individual borrowing of promoters collateralized by their stake in the firm, which is a global phenomenon, on reporting quality.
Abstract

We examine the impact of tariff and non-tariff reductions on firm-level gross value of output (GVO) and productivity for various types of Indian manufacturing MSMEs for the 2002–2007 period. We merge the 3rd (2001–2002) and 4th (2006–2007) All India Census data on Indian MSMEs to create a novel dataset that includes micro-enterprises and to calculate input and final goods tariffs, ERPs and NTBs for broad product groups using information from India’s export–import policy, 1997–2003 and 2004–2009. After controlling for firm, industry, state and time-specific factors, we find tariff reductions have improved firm-level GVO and productivity for MSMEs which are technologically upgraded and quality certified. Further, the effects of input tariff reduction exceed those from final goods tariff reductions, i.e., the input sourcing channel is stronger than the final product competition channel. Liberalization of non-tariff barriers is found to have a positive effect on both GVO and productivity growth.
ABDC "B", Scopus, UGC, Web of Science

THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY, JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOURS


Abstract

Purpose

This study aims to investigate the relationships between workplace spirituality, job satisfaction and organizational citizenship behaviors (OCBs). It examines the relationship between the three workplace spirituality components – meaning and purpose in work, recognition of an inner life or spirit and interconnectedness with OCBs, mediated by the job satisfaction experienced by the employees, in the context of an Indian private sector bank. A sample consisting of 613 banking employees is studied. The results provide considerable support for all except one of the hypothesized relationships between workplace spirituality components and OCBs. Workplace spirituality components also all led to job satisfaction in employees, and job satisfaction tested positive for a relationship with OCBs. This study can provide significant inputs to promote managerial effectiveness and change management, leadership and holistic performance and growth of organizations, through environments that promote workplace spirituality.

Design/methodology/approach

The objective of this research is the study of the relationship between the constructs, a spirituality at work, i.e. the independent variable, and OCBs (OCBs), i.e. the dependent variable, and to explore the possibility of the mediating effects of job satisfaction. As the nature of this empirical study is rigorous, and one which will pave the way toward theory building, this research adopts a positivist orientation quantitative method throughout because it is deemed most suitable as it allows testing the validity of the main measure (the integration profile) and the theory using hypotheses and establishing relationships, and at the same time, it allows the researcher to remain independent from the research participants (Reswell, 1994). Consequently, the findings will be very useful to answer the most important research question of this study, which is to inform managers and employers whether workplace spirituality affects employees’ job satisfaction and OCBs.

Findings

Using the SPSS statistical package and the partial least square structured equation modeling analysis software tool, the research data have been analyzed both quantitatively and qualitatively. The quantitative results suggest that there is a positive relationship between the dependent variable, OCBs, and the independent variables, meaning and purpose and interconnectedness. The inner life dimension of workplace spirituality did to correlate to the single factor of OCB analyzed, but individually inner life had a significant positive relationship with the individual components of OCB – altruism, civic virtue, courtesy and
sportsmanship, except conscientiousness. The correlations established the relationships, and the regression analysis identified the relevant factors that had causal relationship. The 163 validity and reliability of the measurement instruments were confirmed by the high internal consistency.

**Research limitations/implications**

Improving organizational citizenship is one of the lowest costs and best ways to encourage organizational effectiveness. This research is important for businesses that want to create competence and organizational effectiveness. Indian contextual studies (non-Western context) on both workplace spirituality and organizational outcomes are few and keeping in mind the growth of Indian industry, the evolving workforce and demands being made on workplaces, a study like this is significant. The studies stated that businesses should act as agents of national progress and development and as socially responsible citizens contributing to the environment and influencing well-being. This would require a strong and hard look at current management practices. Allio (2011) stated that as a result of the consequences of questionable and corrupt corporate practices, there is a strong need felt to articulate a new sense of purpose of the firm, corporate character and culture, survival, sustainability and innovation. Thaker (2011) advocated the same view as he stated that the current management and organizational policies, principles and practices are focused on a view of self-interest. This results in socially and environmentally dysfunctional organizations. An alternative approach is workplace spirituality (Al-Qutop and Harrim, 2014).

**Practical implications**

Strategic implementation of workplace spirituality is an upcoming focus and priority area of work for human resource managers (Marques, 2005). The human resource department’s role in designing and developing strategies that embrace spirituality, with the intention of developing a culture aimed toward the successful achievement of both business and individual or personal goals, is very critical for the management. By using statistical analysis to demonstrate whether or not a relationship exists between one or more of the determinants of spirituality and one or more of the determinants of job satisfaction, leaders may be better able to understand why certain individuals are able to remain passionate about their work. Leaders can integrate the appropriate determinants that may correlate to job satisfaction into the organizational culture, resulting in improved job satisfaction for all within the organization. The outcomes can provide a significant contribution to the body of knowledge for spirituality within organizations, as well as knowledge of factors that influence job satisfaction and motivation.

**Social implications**

The inherent nature of this study is intimately connected to its objective, purpose and significance. It is also based on the fundamental realization that managers and leaders today have a larger responsibility in society, one that extends beyond their routine functions and basic tasks of running a business. Leadership decisions can and do have a profound lasting effect on the larger community and society within which they operate. This study and the methods that have been adopted for this research are intended to add to the growing body of knowledge on managerial perceptions, and implications of the process of introducing and practicing workplace spirituality.
ABDC "B", Scopus, UGC

CUSTOMER EXPERIENCE IN ONLINE SHOPPING: A STRUCTURAL MODELLING APPROACH


**Abstract**

Online retail's rapid growth in India has triggered both untapped growth opportunities and challenges to maintain consumer “stickiness” to retailer websites. In this context, online customer experience (OCE) has emerged as a strategic differentiator for sustainable competitive edge. However, there is a paucity of empirical research in this field. Therefore, drawing on extant literature and qualitative research of online shoppers, this study proposes an integrated model of OCE with antecedents, components, and outcome variables. Data for this study were collected from Indian online shoppers; the data are empirically tested along with the moderating effect of time availability on OCE. Results of the study largely support the model and contribute to knowledge creation on OCE in the Indian context and to strategy development for online retailers.
ABDC "B"

RETURNS TO LOW RISK INVESTMENT STRATEGY


**Abstract**

The paper studies the low risk anomaly in the Indian equity market represented by stocks listed on National Stock Exchange (NSE) for the period January 2001 to June 2016. The study provides evidence that low risk portfolio returns are robust across various risk measures as well as market cap buckets though the intensity of the returns differs. The returns from low risk investment are not only economically but also statistically significant. They outperform the high risk portfolio as well as the benchmark portfolio. They deliver higher returns even after controlling for the well-known size, value and momentum factors. The returns are highest for low risk large cap stocks portfolio sorted for stock volatility as a risk measure. Most of the low risk portfolios consist of growth and winner stocks. The study provides a framework for an implementable low risk investing strategy.
• **Khanzode Akshay G.,** Sarma P. R., Goswami M, (Accepted), Modelling interactions of Select Enablers of Lean Six Sigma considering sustainability implications: An integrated circular economy & Industry 4.0 perspective, Production Planning and Control, Taylor & Francis Online, Accepted, 0953-7287, 1366-5871, **ABDC "A", Scopus, Web Of Science, Impact Factor: 3.340**

• **Ramesh Bhat,** (Accepted), National Health Policy 2017: Through the Accountability Lens, Economic and Political Weekly, Sameeksha Trust, pp. 210 – 221, (P) 0012-9976 (O) 2349-8846, **ABDC "B", Scopus, UGC.**

• **Nayal Preeti,** Pandey Neeraj, (Accepted), what makes a moviegoer redeem digital coupons? A grounded theory approach, Journal of Promotion Management, Taylor & Francis Online, Accepted, 1049-6491, 1540-7594, **ABDC "B", Scopus.**