

CONFERENCE PROCEEDINGS ON INNOVATION AND SUSTAINABILITY IN BUSINESS DEVELOPMENT

Editors

Hardeep Chahal • Isha Sharma



International Conference
On
**Innovation and Sustainability
in Business Development**

ISBD 2024

Organized by

**INTERNATIONAL CENTRE FOR CROSS CULTURAL RESEARCH
AND HUMAN RESOURCE MANAGEMENT
(ICccR & HRM)
UNIVERSITY OF JAMMU, JAMMU, INDIA
in collaboration with**

**THE UNIVERSITY OF THE SOUTH PACIFIC, FIJI
&
DIRECTORATE OF DISTANCE AND OPEN EDUCATION,
UNIVERSITY OF JAMMU,
JAMMU, INDIA**

ISBN : 978-93-83933-65-5

No part of this publication may be reproduced or transmitted in any form by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without permission in writing from the copyright owners.

DISCLAIMER

The authors are solely responsible for the contents of the papers compiled in this volume. The publishers or editors do not take any responsibility for the same in any manner. Errors, if any, are purely unintentional and readers are requested to communicate such errors to the editors or publishers to avoid discrepancies in future.

Conference Proceedings

Innovation and Sustainability in Business Development-2024

Editors

Hardeep Chahal*

Isha Sharma*

Both editors have contributed equally

PREFACE

“Innovation is only innovation, when its sustainable”

-Donald Clark

It is a matter of privilege and utmost satisfaction for us to present the proceedings of the International Conference on "**Innovation and Sustainability in Business Development**" to the authors, delegates and practitioners who were part of the event. We hope that you will find proceedings as a consolidated form of literary work across different domains and sectors, thereby reflecting multidisciplinary perspectives.

The proceedings consist of select papers of the International Conference on "**Innovation and Sustainability in Business Development (ISBD)**" held on 22-24, February, 2024 that was organized by International Centre for Cross Cultural Research and Human Resource Management, ICccR& HRM, University of Jammu, India in collaboration with the School of Business and Management, The University of the South Pacific, Fiji and Directorate of Distance and Open Education, University of Jammu. ISBD conference has provided a platform for interaction and collaboration among various stakeholders from academia, business, and society through a series of academic research presentations, panel discussions, plenary sessions, research colloquiums, workshops and keynote speeches. The proceedings provide opportunity for researchers, academicians, and industrialists to network and establish business and research associations with international researchers, which will foster future research collaborations. Overall, it presents a well-integrated collection of over 75 papers on 5 thematic areas of research viz., 'Innovation for Business Development', 'Sustainable Business Practices', 'Reinventing Business Management', 'Changing Global Business Management', and 'Role of Management Education in Innovation and Sustainability'. These include papers based on disciplines: business, management and technology, marketing, economics, finance, HR practices, psychology, and strategy. ISBD conference was attended by more than 120 participants and authors from national and international universities and institutions.

Hardeep Chahal
Isha Sharma

ACKNOWLEDGEMENT

We would like to extend our acknowledgement to all who contributed in making this conference a significant literary event. We, with gratitude would like to appreciate and thank the support of the institutions, in particular, University of Jammu, The University of the South Pacific, Fiji and Directorate of Distance & Open Education, University of Jammu for providing all kind of support and facilitation.

First and foremost, we would like to express our deepest acknowledgement to Prof. Umesh Rai, Hon'ble Vice-Chancellor, University of Jammu, Jammu for providing constant support to such like events. Sincere gratitude to Conference Patrons, Prof. Anju Bhasin, Dean Academic Affairs, University of Jammu and Prof. Neelu Rohmetra, Dean Research Studies, University of Jammu, Jammu whose guidance helped us to navigate through this literary journey.

We also wish to thank Conference Advisory Board whose inputs and academic guidance helped us to improvise incrementally throughout the conference.

We acknowledge Conference Convener, Co-Conveners, research scholars and office staff, who helped out with the compilation and liaisoning work with delegates and other publication agencies and giving final shape to the conference and its related publication/s.

Last but not the least we would like to thank the publication partner for taking up the task of publishing the Conference Proceedings.

Hardeep Chahal

Isha Sharma

ORGANIZING COMMITTEE



CHIEF PATRON
Prof. Umesh Rai
 Hon'ble Vice Chancellor
 University of Jammu
 Jammu



CONFERENCE PATRON
Prof. Anju Bhasin
 Dean Academic Affairs
 University of Jammu Jammu



CONFERENCE PATRON
Prof. Neelu Rohmetra
 Dean Research Studies
 University of Jammu
 Jammu



CONFERENCE DIRECTOR
Prof. Hardeep Chahal
 Director, ICcCR & HRM
 University of Jammu Jammu



**CONFERENCE
 CONVENER**
Dr. Isha Sharma
 Assistant Professor
 ICcCR & HRM
 University of Jammu Jammu



**CONFERENCE CO-
 CONVENER**
Ms. Rohini Gupta Suri
 Sr. Assistant Professor
 (Commerce)
 DD & OE, University of
 Jammu, Jammu



**CONFERENCE
 CO-CONVENER**
**Dr. Bhanu Pratap
 Singh**
 Lecturer, ICcCR &
 HRM



**CONFERENCE
 CO-CONVENER**
Dr. Neha Gupta
 Lecturer, ICcCR &
 HRM



**CONFERENCE
 CO-CONVENER**
Dr. Shivani Rana
 Lecturer, ICcCR &
 HRM



**CONFERENCE
 CO-CONVENER**
Dr. Swati Sharma
 Lecturer, ICcCR &
 HRM



**CONFERENCE
 CO-CONVENER**
Dr. Parul Mahajan
 Lecturer, ICcCR &
 HRM

ABOUT THE CONFERENCE

International conference on "Innovation and Sustainability in Business Development" brings an opportunity to identify and capture the importance of implementing innovations and sustainability in the current dynamic business environment. Rising business competition and ever-growing need for innovative products and services by the customers, demands for implementation of innovative business practices for sustainability in business. Businesses in all sectors are facing a situation where technology is changing the landscape around them, transitioning from the back room of an organization into the hands of customers, employees, and society. Innovation and Sustainability are regarded as vital indicators of societal and professional life, yet their advances are typically considered in isolation. Therefore, organizations are in dire need to harness their resources and redefine obsolete models to implement new technologies in the business processes such as customer-focused applications, cloud-accounting tools, sustainable infrastructures, logistics, and block chain technologies, among others.

In order to provide novel solutions for achieving this, organizations need creative ways. In this backdrop, ICccR& HRM, University of Jammu, in collaboration with the School of Business and Management, The University of the South Pacific, Fiji is conducting a three-day International Conference on "Innovation and Sustainability in Business Development". The conference endeavors to create a hybrid forum for academicians, researchers and industry leaders in both virtual and real platform to share their ideas and research findings and address contemporary issues and challenges in business and industry. Additionally, it attempts to propagate a research centric culture in various domains of business, management as well as interdisciplinary and allied fields in international context.

The Conference seeks to deliberate upon the emerging theories, concepts and models in general, while encountering practical challenges and innovative solutions adopted with respect to various functional areas in business. This will offer an opportunity to research scholars, practitioners, policymakers and students interested in the issues related to sustaining organizational excellence, to share their thoughts and research findings that will provide a forum for discussion, collaboration and intellectual exchange. This conference is an attempt to create a global platform that brings together all relevant components for achieving innovation and sustainability in businesses to capture new horizons.

PLENARY SPEAKERS



Prof. Vijay Pereira
Head of Department, NEOMA
Business School, Reims
Campus France



Prof. Gurmeet Singh
Deputy Vice-Chancellor and
Vice President, Research and
innovation, Suva, Central
Fiji



Prof. Vipin Gupta
Co-Director, Centre for Global
Management, Jack H. Brown
College of Business & Public
Administration, California
State University, USA



Prof. Spring H. Han
Graduate School of
Management Kyoto University
Yoshida-Honmachi, Sakyo-ku,
Kyoto Japan



**Prof. Haywantee
Ramkissoon**
Professor in Tourism, UniSA
Business, University of South
Australia.



Prof. Ambika Zutshi
University of Southern
Queensland
Australia



Mr. Gaurav Roy
Country Manager QSL
Vietnam Liability
Limited Company, Ho
Chi Minh
Vietnam



Dr. Koay Kian Yeik
Department of
Marketing, Sunway
Business School,
Sunway University
Malaysia



**Prof. Nikunj Kumar
Jain**
Associate Professor
at Indian Institute of
Management Nagpur
Nagpur,
Maharashtra



**Prof. Mahesh
Gupta**
University of
Louisville
Louisville, Kentucky
USA

TRACK CHAIR PERSONS



Prof Radha R Sharma
Dean Research,
New Delhi Institute of
Management, New Delhi



Prof. Tejinder Sharma
Department of Commerce
Kurukshetra University



Prof. R K Singh
Faculty of Commerce &
Business, University of Delhi



Prof Rishi Raj Sharma
Guru Nanak Dev University
RC Gurdaspur



Prof Mushtaq Darji
University of Kashmir
Srinagar



Dr. RP S Kaurav
Fore School of Management
New Delhi



Prof. Jaya Bhasin
Central University of Jammu
Jammu



Prof. Anita
Department of Commerce, Delhi
College of Arts and Commerce,
University of Delhi



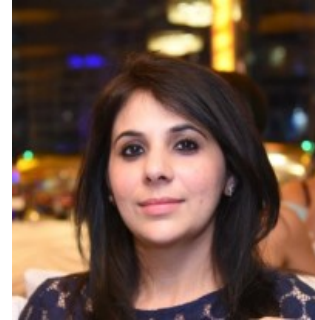
Dr. Dalip Raina
Assistant Professor
Shri Vishavkarma Skill
University, Haryana



Dr. Narendra Prasad
School of Business and
Management, The University
of The South Pacific, Laucala
Campus, Fiji



Dr. Shavneet Sharma
Senior Lecturer,
The University of the South
Pacific
Fiji



Dr. Pallvi Arora
Lecturer in HRM at Edinburgh
Napier University
Scotland, United Kingdom



Dr. Baljeet Singh
Assistant Professor
IIM, Jammu



Dr. Amrinder Singh
Assistant Professor
IIM, Sirmaur



Dr. Ashish Kumar
Assistant Professor
IIM Jammu

CONTENTS

Preface**Acknowledgment****Theme 1: Innovation for Business Development**

| Chapters | Title of the paper | Page No. |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 1. | Artificial Intelligence— Chatbots Adoption: Factors Affecting Trust in Chatbots for Customer Service <i>Isha Sharma, Ritu Sharma & Nikhil Dogra</i> | 2 |
| 2. | Leveraging IoT and AI Towards Sustainable Development and Customer Satisfaction in CGD Business in India <i>Santanu Purohit, Arvind Kumar Jain & Sujoita Purohit</i> | 4 |
| 3. | Examining the Nexus Among Entrepreneurial Competencies, Innovativeness and Business Performance: Empirical Evidence in the Context of Micro Enterprises in India <i>Rashika Kumari & V.C. Sharma</i> | 9 |
| 4. | Mapping Global Uncertainty and its Impact on Stock Markets through Artificial Intelligence <i>Sachin Singh & Mohinder Singh</i> | 12 |
| 5. | Empowering Indian Consumers to Embrace Electric Vehicle through the Unified Theory of Acceptance and Use of Technology (UTAUT) <i>Shiv Kumar & Vinay Chouhan</i> | 15 |
| 6. | Consumer Evaluation of Digital Menu in Casual Dining Restaurants: Examining the Role of Technological Self-efficacy <i>Komal Nagar & Mohit Sasan</i> | 18 |
| 7. | Influence of E-Religiosity on Impulse Buying Behavior <i>Satinder Kumar, Ritika Sharma, Rohit Kumar Dubey & Amandeep Kaur</i> | 22 |

| | | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 8. | Impact of Fintech on Banking Sector Soundness in India: Empirical Evidences <i>Shivangi Sethi & Mohinder Singh</i> | 24 |
| 9. | "From Floor to Phone": Exploring the Digital Innovation in Trading Practices. <i>Sumriti Choudhary, Amisha Gupta & Muskan Gupta</i> | 26 |
| 10. | Drivers and Bottlenecks in the Adoption of Augmented Reality Shopping <i>Rishi Raj Sharma & Jivanjot Singh</i> | 30 |
| 11. | Assessing the Role of Augmented Reality in Enhancing User Experience: A Case of Nykaa App <i>Shelleka Gupta, Antra Sharma & Ronnie Dutt</i> | 34 |
| 12. | Examining the Impact of Calculative - Based Trust for Adopting Blockchain and its Influence on Innovation Quality of MNCs. <i>Harleen Kaur & Vishav Kirti</i> | 37 |
| 13. | Augmented Reality: Bridging the Physical and Digital Worlds <i>Anil Bhagat & Jyoti Sharma</i> | 40 |
| 14. | Business Model Innovation for Sustainability: The Contemporary Design <i>Bhanu Pratap Singh & Shivani Rana</i> | 41 |
| 15. | Exploring Different Research Trends of Cryptocurrency: A Study using Text Mining and Topic Modelling <i>Amrinder Singh</i> | 44 |
| 16. | Unlocking the Potential of Digital Payment Systems: A Study Using Text Mining and Topic Modelling <i>Amrinder Singh</i> | 48 |
| 17. | Synergizing Throughput and Entrepreneurial Orientations: Enhancing Healthcare Performance through Interdepartmental Connectivity <i>Nikunj Kumar Jain, Mahesh Gupta & Hardeep Chahal</i> | 50 |
| 18. | Digital Innovation and Transformation: The Digital Economy and its Impact on Indian Economy <i>B. Yasodha Jagadeeswari</i> | 52 |

19. Covid-19 and its Impact on the Growth of E-Commerce in India 53
Shilpa Gupta & Palak Gupta
20. Understanding and Predicting the Determinants of 54
Cryptocurrency Adoption: A Systematic Literature Review and
Bibliometric Analysis
Nikhil Khajuria & Suresh Kumar Kashyap

Theme 2: Sustainable Business Practices

21. Sustainable Investing: Covid-19 and Investor Behaviour 57
Tarika Singh Sikarwar & Nidhi Jain
22. A Study on Impulsive Buying Behaviour of Consumers During 58
Festive Season Sales
Guru Daaman Shrivastava & Shalini Choithrani
23. Fintech Fusion: Unpacking UTAUT and TTF Dynamics for 61
Enhanced Financial Inclusion and Wellbeing in a Digital Age
Bhanu Priya
24. A Study on Consumer Attitude and Purchase Intentions of 63
Organic Cosmetic Products for Sustainable Business
Rajan Sharma & Vikram
25. HR Analytics for Sustainable Business 65
Deeksha Sethi & Gurpreet Randhawa
26. Synergizing Agri-Business and Agri-Tourism: A Sustainable 68
Approach to Agricultural Marketing
Mahesh Kaul & Jyoti Bahl
27. Impact of Capital Structure on Financial and Social Performance 70
of Indian MFIs: A Bibliometric Analysis and Systematic
Literature Review
Saloni Dhiman, Gunmala Suri & Rupinder Bir Kaur
28. Prioritizing and Understanding the Adoption of Climate Smart 72
Agriculture Practices– A Structural Equation Modelling Approach
*Amanjot Singh Syan, Rishi Raj Sharma & Jivanjot Singh &
Ronnie Dutt*
29. Green Washing: Investigating the Impact of Environmentally 77
Deceptive Advertisement and Shared Values
Shivani Rana & Bhanu Pratap Singh

- | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 30. | Enhancing Organizational Commitment: The Interplay of Talent Management and Citizenship Behavior in The Retail Sector <i>Narendra Prasad, Subhash Appana & Shavneet Sharma</i> | 81 |
| 31. | Unveiling the Nexus: Green Human Resource Management and Pro-environmental Behaviour - A Systematic Literature Review <i>Princee Verma & Saloni Devi</i> | 83 |
| 32. | Financial Support/ Incentives to Food Processing Sector in J&K. (A Survey of Food Processing Units from Industrial Estates of Jammu) <i>Aditi Chopra & Rajendra Mishra</i> | 87 |
| 33. | Scale Reliability and Validity Analysis of Psychological Capital Impacting Subjective Well-being in Entrepreneurial Context <i>Ruqia Aayub & Saloni Devi</i> | 94 |

Theme 3: Reinventing Business Management

- | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 34. | Factors Influencing Homeowners' Intentions to Adopt Reverse Mortgage Loans in Goa: A Theory of Planned Behaviour Approach <i>Yogeshwar R. Bhosle & Achut P. Pednekar</i> | 98 |
| 35. | Technical Analysis of Mergers and Acquisitions: A Study of Select Industries in India <i>Neha Rohra & Anita</i> | 101 |
| 36. | Effective Performance Improvement Strategies in Business Organization <i>Sirtaj Kaur</i> | 105 |
| 37. | Service Excellence in the Airline: Role of Brand Image and Customer Engagement <i>Chandeep Kour & Seema Devi</i> | 106 |
| 38. | The Virtual Evolution: A Deep Dive into Virtual Influencer Marketing Evolution, Strategies, Challenges and Future Trajectories <i>Disha Kakkar & Rajan Sharma</i> | 112 |

| | | |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 39. | Factors Influencing Children Buying Behaviour with Reference to Premium Game Console Segment in Delhi <i>Deepali Chaudhary & A.K. Tyagi</i> | 114 |
| 40. | Equity in the Context of Climate: Exploring the Linkages <i>Arvind Jasrotia & Raghini Wazir</i> | 117 |
| 41. | Analysing the effect of Social Media Communication on Destination Loyalty: A study of Ladakh Tourism <i>Farah S Choudhary & Najma Khatoon</i> | 121 |
| 42. | You are What You Eat: Unveiling the Role of Consumer Psychographics in Shaping Intention towards Organic food Choices <i>Peerzada Munaqib Naseer, Sheikh Basharul Islam & Mushtaq Ahmad Darzi</i> | 124 |
| 43. | Empowering Women Entrepreneurs: Evaluating the Impact of Government Schemes on Socio-Economic Change <i>Sonali Vaid, Saloni Devi & Vinay Chauhan</i> | 126 |
| 44. | A proposed Framework for Measuring Corporate Governance Practices in India <i>Resham Goyal & R.C Dangwal</i> | 130 |
| 45. | Personality Traits, Financial Literacy, and Financial Behavior: A Mediating Role Analysis <i>Mamta Sharma & Vijay Kumar Gupta</i> | 133 |
| 46. | Impact of Covid-19 on Online On-demand Home Services Market <i>Rajwinder Kaur</i> | 134 |
| 47. | Results Only Work Environment- An Innovative Approach <i>Neha Gupta & Swati Sharma</i> | 135 |
| 48. | The Role of Individual Level Culture in the UTAUT: Exploring the Determinants of Intention to Use Online Shopping <i>Swati Sharma & Neha Gupta</i> | 137 |
| 49. | Public Managers Perception on Hybrid Work Arrangement: Benefits and Challenges <i>Inayah Ali & Subash Appanna</i> | 140 |

50. Gender Roles in Eco-Sustainable SMEs: Insights from Pacific Small Island Developing States 143
Mahendra Reddy, Shavneet Sharma & Gurmeet Singh

Theme 4: Changing Global Business Management

51. Role of Organizational Culture in Managerial Effectiveness: Empirical Evidence from Banking Industry in India 147
Pooja Singh Negi & R C Dangwal
52. The Social Media Ripple Effect: Exploring its Impact on Consumer Behaviour Towards Organic Food Products 149
Pawan Garga, Tanuj Sharma & Aditi Sharma
53. Unravelling Resilience: Exploring Socio-Psychological Dynamics Among India's Hotel Industry Workforce 152
Shazia Bukhari
54. Role of Theory of Constraints and Kaizen Orientation in Upgrading HCSQ 154
Fayza
55. Attaining Work Life Balance: Turning Myth into Reality 157
Kuldeep Kaur
56. Navigating the New Area of Influencer Marketing: “Virtual Influencer” 158
Padma Angmo & Rachna Mahajan
57. Impact of Emotional Intelligence on Organization Citizenship Behaviour: A Study among Banking Employees in J&K 161
Parul Mahajan
58. Captivating Brand Hate and the Association Between Ideological Incompatibility and Consequences of Brand Hate: A Mediation Model Approach 163
Hardeep Chahal & Rigzin Dolkar
59. Examining the Factors Influencing Expatriate Destination Choices: An Exploratory Study of Self- Initiated Indian Expatriates 166
Isha Sharma & Shreya Sharma

- | | | |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 60. | Empowering India through Innovation: Insights from Emerging Economies <i>Pooja Chaudhary & Gunmala Suri</i> | 169 |
| 61. | Multinational Corporations' Creativity and Innovation: The Significance of Cultural Intelligence <i>Dr. Pallvi Arora</i> | 171 |
| 62. | Role of Disruptive HRM Practices in Enhancing Organizational Effectiveness <i>Aubid Hussain Parrey, Sunakshi Gupta, Prinka Dogra & Gurleen Kour</i> | 175 |

Theme 5: Role of Management Education in Innovation and Sustainability

- | | | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 63. | Navigating CSR Pathways: The Ethical Leadership-Moral Identity Nexus <i>Mubashir Ahmad Aukhoon, Junaid Iqbal & Umer Majeed Shiekh</i> | 180 |
| 64. | How to Successfully Assimilate ICT Innovations in Healthcare sector: Examining the Role of Top Management Support, Absorptive Capacity, and Learning Culture as Key Organizational Factors <i>Versha Mehta & Puneet Kour</i> | 181 |
| 65. | Understanding Psychological Ownership in Online Multiplayer Games <i>Shelleka Gupta & Bonia Sharma</i> | 182 |
| 66. | Luxury Services Experience from the Lens of Self: Research Propositions and Future Research Agenda <i>Arun Sharma & Hardeep Chahal</i> | 185 |
| 67. | Libraries as a Creator of Health and Wellness: A Collaborative Approach to Higher Education <i>Akanksha Parmar & Shivarama K Rao</i> | 190 |
| 68. | Well-being Among Faculty Members in Higher Education for Sustainability <i>Pooja Sharma & Jaya Bhasin</i> | 191 |

-
- | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 69. | Exploring the Impact of Health Information on Holistic Wellness within Higher Education: An Investigative Analysis <i>Shivarama Rao K & Akanksha Parmar</i> | 195 |
| 70. | Investigating the Role of Sequential Mediator in the Relationship Between Social Media Use and Job Performance in the Indian Public University Context <i>Pooja Rani & Satinder Kumar</i> | 197 |
| 71. | Drivers of Brand Identity, Self-Brand Connection and Brand Loyalty in Indian Higher Education: An Employees Perspective <i>Hardeep Chahal, Neetu Kumari & Asha Rani</i> | 201 |
| 72. | Revisiting Internal Branding, Brand Commitment, Brand Citizenship Behaviours Relationship: Role of Disposable Resources and Person-Organisation Fit <i>Parul Chhibber & Hardeep Chahal</i> | 203 |
| 73. | Transforming Educational Landscapes: Insights into Cultural Diversity and Inclusion <i>Mohammed Juned Hussein, Rajni Kaushal Chand, Mohini Devi, Barnabas Sahayam & Shavneet Sharma</i> | 207 |
| 74. | A Case Study on Deloitte's Innovative and Sustainable Talent Acquisition Practices for Cultivating a Meaningful Impact <i>Rajendra Mishra & Kavita Shastri</i> | 209 |



Theme 1: Innovation for Business Development

Globalization is rapidly changing customer needs and expectations and state-of-the-art digital platforms and technology are disrupting traditional markets overnight. There are many other recent developments like the digital innovations, internet of things, block chain, industry 5.0, Increasing adoption of artificial intelligence, and so forth. Today business organization worldwide are relying on emerging technologies for gaining competitive advantage and drive strategy and growth. They are required to adapt themselves to cutting-edge technology to ensure their sustainability. Businesses in all sectors are facing a situation where technology is changing the landscape around them, transitioning from the back room of an organization into the hands of customers, employees, and society. Innovation management is the practice of controlling, guiding, and managing the ideation and implementation of new strategies and technology to support business growth. The need for this integrated role spans about every sector of private and public business, and it will only grow as organizations create more advanced solutions. The innovation management provides a foundation for IT professionals to identify the areas where an organization can and should innovate, as well as ensuring a company environment that nurtures innovation. To implement effective innovation models and practices in businesses, organizations need to embed the emerging innovations in IT sector in their business practices. This intersection allows an organization to make smart business decisions.

Artificial Intelligence-Chatbots Adoption: Factors Affecting Trust in Chatbots for Customer Service

Dr. Isha Sharma

International Centre for Cross Cultural Research and Human Resource Management (ICccR & HRM), University of Jammu, J & K

Dr. Ritu Sharma

University Institute of Engineering and Technology (UIET), University of Jammu, Kathua

Mr. Nikhil Dogra

University Institute of Engineering and Technology (UIET), University of Jammu, Kathua

Purpose

Advancement in artificial intelligence impacts the labour market. One of the advancements in this aspect is introduction of chatbots for customer service. Chatbots as an interactive technology play crucial role in customer service. Chatbots hold potential in terms of efficiency, cost savings, and experience of the customer. While from customer perspective, trust is essential for adoption of innovative technology in the market. In this concern, the paper through questionnaire assessed the factors relating to trust in chatbots for customer service. Also, other potential factors of importance for chatbots have been identified. Thus, the paper extends current knowledge base on artificial intelligence by investigating the potential factors affecting the trust of users related to chatbots as an instrument of artificial intelligence.

Design/methodology/approach

Using a quantitative research design, data was collected from engineering institution through anonymous questionnaires. The sample data collected consists of the responses from 154 students of institution under study. To undergo the data analysis, exploratory factor analysis (EFA) followed by Cronbach's alpha (CA) analysis have been used for measuring validity and reliability respectively. Further, the construct development process has been used for variable development. The testing of constructs has been undertaken through Confirmatory Factor Analysis (CFA) model using Structural Equation Modeling (SEM).

Findings

On the basis of findings of the study, potential factors determining the users trust in chatbots were identified. Especially, three groups of factors namely chatbot related factors, environment related factors, and user related factors were found for users trust in chatbots for customer service.

Research Limitations/Implications

The study was limited to factor analysis part that provided insight into respondent's perception of factors determining trust, future research is needed that tries to fully establish causal relationship among factors. Another limitation of the study was small respondents sample size. It should be increased to more users at commonplace using technology. Further, it would be beneficial for future studies to address trust in chatbots in other markets also having cultural orientation.

Social Implications

The findings from the present paper shall act as a reference guide for the community especially customers and will offer the community stakeholders to create awareness and to adopt the artificial intelligence in the form of chatbots as an interactive technology in customer service.

Originality/Value

The paper is a value-added work and makes valuable contribution to the field of artificial intelligence for sustainable development.

Keywords- Chatbots, Artificial Intelligence, Trust, Environment, and User related factors.

References

- Almansor, E. H., & Hussain, F. K. (2020). Survey on intelligent chatbots: State-of-the-art and future research directions. In *Complex, Intelligent, and Software Intensive Systems: Proceedings of the 13th International Conference on Complex, Intelligent, and Software Intensive Systems (CISIS-2019)* (pp. 534-543). Springer International Publishing.
- Hair, J. F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate data analysis*. NJ: Pearson Education.
- Hair, J. F. Jr., Anderson, R.E., Taltan, R.L. & Black, W.C. (1998). *Multivariate data analysis*, Englewood Cliffs, NJ: Prentice Hall Inc.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2007). *Multivariate data analysis* (6th ed). Upper Saddle River, NJ: Pearson.
- Nordheim, C. B., Følstad, A., & Bjørkli, C. A. (2019). An initial model of trust in chatbots for customer service-findings from a questionnaire study. *Interacting With Computers*, 31 (3), 317-335.
- Ragheb, M. A., Tantawi, P., Farouk, N., & Hatata, A. (2022). Investigating the acceptance of applying chat-bot (Artificial intelligence) technology among higher education students in Egypt. *International Journal of Higher Education Management*, 8 (2), 1-13.

Leveraging IoT and AI Towards Sustainable Development and Customer Satisfaction in CGD Business in India

Mr. Santanu Purohit

*University of Petroleum and Energy Studies, P.O Bidholi via-Prem Nagar,
Dehradun, India*

Mr. Arvind Kumar Jain

*University of Petroleum and Energy Studies, P.O Bidholi via-Prem Nagar,
Dehradun, India*

Mr. Sujoita Purohit

Researcher, Mumbai, India

Backdrop

In the current scenario of Petro retailing CGD business in India, service delivery is monitored and ensured predominantly through manual processes where human interventions are required periodically. The CGD business has limited automation and technology adoption in the operation and customer service delivery parts. Some critical activities towards service delivery to customers, like customer identification, ensuring service standards at a fuel station, ensuring safety practices, and guiding the customer to the vacant island, are currently being done manually at fuel outlets. While OMCs have implemented some of the automation in Petrol / Diesel stations, it is negligible for CNG stations.

With vast development in technology using computer vision, image processing, artificial intelligence and machine learning, usage of such technology can help to develop a solution to capture transactions, customer details, etc., at the CNG stations and derive these insights from them, which will help service provider companies to improve on (i) Customer identification for enabling personalisation, asset utilisation, (ii) customer experience at the fuel station along with the positive impact of (a) Manpower availability, (b) Service standard improvement, (c) Traffic management, and (d) Fuel station operations & safety.

Research Problem and Research Gap

Technology adoption in Petro retailing is implemented distributed in Petro retail with virtually nil for CGD business. While automation, IoT, and AI & ML-based technological solutions are tried in a scattered way without a centralised view of the entire value chain, a wide range of adoption

has yet to see the light. Such technology is adopted predominantly towards operational efficiency, improving asset utilisation. However, a few usages have also been tried to enhance customer buying behaviour, including identification and satisfaction. At the same time, the adoption of a central monitoring system in various sectors showed that the availability of real-time KPI monitoring, AI & ML-driven analytics, and alerts of exceptions and violations of standard Operation processes resulted in achieving operational excellence and building trust in the customer's mind. The article aims to identify how IoT and AI can be leveraged towards customer satisfaction and sustainable development in the Petro Retail CNG Business in India.

Objective of the Study

Many far-reaching trends accentuated by the rise of alternative energy, emerging models in mobility, and heightened customer expectations converging around Convenience and personalisation are disrupting the retail fuel markets worldwide. Customers express the need to recognise each individual and tailor products & services. Digital plays a dominant role in the emerging scenario. Customer buying behaviour is changing over time with the advancement of technology. Accordingly, drivers influencing the customer experience have also evolved. The study aims to find how digital technology could affect customers' perspectives on customer experience and how adopting IoT, AI & ML-based technology in CGD business can help enhance customer experience & satisfaction and improve operational efficiency.

Research Methodology

The study was conducted from August – to October 2023 at CNG fuel stations in Maharashtra. Sales volume data was gathered from company officials. The sample scope selected for the study was 400 samples. The sampling was done using the convenience sampling method. The pretested standard survey questionnaires included demographic details of the customer and their experience & satisfaction levels pre and post-implementation of the identification system. The data received through the survey were analysed statistically to understand the system's efficacy in the Indian Petro retail CGD business context. The primary data was collected through a Quantitative field study, and the statistical tools used are:

1. Simple Percentage Analysis
2. Regression analysis

Finding of the Study

Technology advancements significantly impact consumers and industries and transform people's lifestyles and behaviour. While the Internet changed how humans interact, the Internet of Things (IoT) is expected to change how machines interact. Innovations have been seen in customer engagement and satisfaction in retail, influencing the customers' buying behaviour. IoT, AI, and

predictive analytics tools play a significant role in building up customer-facing initiatives, leading to the design of service protocols for an enhanced buying experience.

In the oil & gas context, IoT is used primarily in the upstream sector for remote monitoring, planning & executing predictive and preventive maintenance, ensuring safety parameters, etc. IoT adoption has been observed in the mid-stream sector to ensure network integrity, environmental monitoring and regulatory compliance. There has been minimal research into the usage of IoT in the downstream sector - primarily in refineries and storage & handling facilities. Globally, there is almost minuscule research into the usage of IoT in the field of safety & customer services in petro-retailing. In Indian petro-retail, the adoption of IoT is negligible, especially from a customer service perspective, despite its necessity for delivering better service and maximising returns. Given the increasing role of technology in consumer lifestyle, there is a need for IoT adoption to improve customer services to enhance service quality, which in turn can provide enhanced safety & security and revenue maximisation.

Conclusion

In Petro retail, Particularly in CNG stations, technology adoption is distributed with Automation, IoT, and AI & ML-based technological solutions tried in a scattered way without a centralised view of the entire value chain. Such technology is adopted predominantly towards operational efficiency, improving asset utilisation. However, few usages have been tried to enhance customer buying behaviour, including identification and satisfaction. Adopting a central monitoring system in various sectors showed that the availability of real-time KPI monitoring, AI & ML-driven analytics, and alerts of exceptions of standard Operation processes resulted in achieving operational excellence and building trust in the customer's mind. With the advancement of technology, customer habits, lifestyles, and preferences have shifted and are still evolving. While general retail is exploring technologies like VR for the average customer, petro-retail is yet to catch up. An apparent gap between customer expectations in petro retail vs broad retail Context seems to exist. IoT is changing in the Digital era, influencing Customer expectations and managing experience in the petro retail sector in India from both customer & service provider perspectives.

The IoT-based solutions have a positive impact in the areas of (i) Enhanced Customer Experience, where customer aims to have a smooth fueling experience without any hiccups at the fuel stations, including personalised programs & communication; (ii) Increase in Operation Efficiency by reducing the fueling cycle time, proper traffic management, adhering safety practices (iii) enhanced brand building including new customer acquisition and retention and (v) leading to additional revenue to the service provider. Thus, rapid technological advancements and increasing exposure to digitisation have led to increasing adoption of digital technologies,

including IoT & AI-based solutions. In order to offer a seamless experience to the customers when they visit fuel stations, there is a dependency on infrastructure at the outlet and the technical solution functionalities available at the fuel station. An IoT-based solution is one step towards providing a better seamless buying experience at the fuel station. The solution provides a better experience to the customers. At the same time, it positively impacts all stakeholders, such as fuel stations, customers and service providers, i.e. OMCs. The study showed that using IoT and AI towards customer service has enhanced customer satisfaction levels at CNG stations. The study is one of its kind on the aspect of petro retail.

Practical and Social Implication

IoTs are the technology on which future society will ride. IoT will significantly impact the service industry, including Petro retail. More digitisation contributes to a greener environment and a more sustainable development. Hence, the analysis of the gap in the adoption of digital technologies shall be helpful for the academicians and managers in the Oil and gas industry for further review, study and implementation of better service protocols.

Limitation and Future Research

The study is conducted with available secondary and primary data collected through a survey. The survey result is subject to all the limitations of primary data.

Keywords- Consumer Experience, Indian Fuel Retail, Digitization in Petro Retail, Customer Experience Drivers

References

- Ajayi, I. (2017). Economic analysis of queuing problems in Nigeria petrol stations: A case study of Keto Petrol station and Conoil Petrol station. *Journal of International Management Studies*, 17 (2), 63-74.
- Azizan, N. S., & Yusr, M. M. (2019). The influence of customer satisfaction, brand trust and brand image towards customer loyalty. *International Journal of Entrepreneurship and Management Practices*, 2 (7), 93-108.
- Farah, S, Bonnet, M, & Damaj, K. (2020). Discrepancies in information technology strategic alignment in healthcare. *INTERNATIONAL JOURNAL OF BUSINESS INFORMATION SYSTEMS*, 34 (2), 273-292.
- Gillian, M., Laurent, M., & Eoghan, N. (2014). Consumer moments of truth in the digital context: how 'search' and 'e-word of mouth' can fuel consumer decision making. *Journal of Advertising Research*, 54, 200-204.
- Khaled A. S. (2021). IoT for dynamic information systems: Concepts and principles. *International Journal of Business Information Systems*, 36 (4), 527–552.

- Kotler, P. (2004). *Marketing Management*. New Jersey, USA. Prentice-Hall of International. 11th edition
- Purohit, S., & Jain, A.K. (2021). Analysing consumer behavior patterns in India petro retail. *International Journal of Multidisciplinary Educational Research*, 10 (1), 133-139.
- Purohit, S., & Jain, A.K. (2022). Review of service quality dimensions and their measurements in Indian petro-retail. *Paideuma Journal of Research*, 15 (1), 1-11.
- Purohit, S. (2022). Integrated payment: Eliminating deceits and enhancement of customer satisfaction in Petro Retailing. *Asian Journal of Management*, 13 (1), 27-34.
- Sahney, A. (2016). A study on consumer buying behaviour towards branded retail outlets in India. *International Journal of Advanced Research and Development*, 1 (6), 25-28.
- Santos, J.C., Silva, D., & Miguel, M.D. (2021). Optimising IT outsourcing services by managing the balance between standardisation and customisation - A OMCS' perspective. *International Journal of Business Information Systems*, 37 (1), 78-105.
- Srinivasan, T. (2015). A study on consumer preferences of petroleum retail outlets. *IOSR Journal of Business and Management (IOSR-JBM)*, 17 (2), 35-40.
- Yadav, S., Sakariya, S. & Thaker, M. (2012). Petro retail mix elements: A study of Indian market. *Journal of International Business and Economics*, 12 (2), 34- 45.

Examining the Nexus among Entrepreneurial Competencies, Innovativeness and Business Performance: Empirical Evidence in the Context of Micro Enterprises in India

Ms. Rashika Kumari

H.N.B Garhwal University, Uttarakhand

Prof. V.C. Sharma

H.N.B Garhwal University, Uttarakhand

Backdrop

Micro enterprises act as a strategic and critical pillar in elevating the socio-economic status of emerging economies. In India, micro enterprises account for over 99 per cent of total enterprises in the MSME category. They contribute 29.2% towards Gross Value Added, 36.2% towards overall manufacturing output and 43.6% towards India's total exports. Despite their monumental contribution in strengthening Indian economy, the sector is plagued with several fundamental bottlenecks such as dearth of skilled managerial workforce, lack of innovation, business failures that collectively inhibits the business performance and sustainability of micro enterprises in India. The National Manufacturing Innovation Survey 2021-2022 released by Department of Science and Technology highlighted that lack of innovation, paucity of finance, skilled workforce were the major obstacles faced by Indian MSMEs. Entrepreneurial competencies play a key role in utilising the internal as well as external resources in the firm that can enhance innovation and performance of micro units. Additionally, the theoretical support for this research problem is supported by Resource Based Theory. Henceforth, the present paper attempts to examine the influence of entrepreneurial competencies on the business performance with innovativeness acting as a mediator in the context of micro enterprises in Delhi-NCR.

Research Gap

Though several studies have documented the effect of innovativeness on business performance, but the studies that showcase innovativeness as a mediator between the relationship of entrepreneurial competencies and business performance in the context of micro enterprises is still at a nascent stage. The authors have selected micro enterprises as the target respondents of the study as majority of the business decisions are taken by the owner of the micro enterprise. So, they need to be competent enough to take sound business decisions that further facilitate rapid

firm growth. Therefore, the present study fills the vacuum in the global entrepreneurship literature by studying the mediating effect of innovation between the relationship of entrepreneurial competencies and business performance in the context of micro units of Delhi-NCR.

Methodology

The study was quantitative in nature. Cross sectional responses from 225 micro entrepreneurs from various parts of Delhi-NCR. The micro entrepreneurs from different parts were registered at Udyam Portal in Delhi-NCR. The data from the micro entrepreneurs were obtained through field survey from the period between November 2022 to January 2023 using structured questionnaires. The authors constructed the questionnaire based on extensive prior literature. Responses were recorded on a five-point Likert scale. Data analysis were carried out through partial least squares approach to structural equation modelling (Smart PLS 4) to analyse the hypothesized relationships among constructs. Non probability method of sampling, convenience sampling was employed in the process of collecting data. The size of the sample in this study was decided following the suggestions of Reinartz et al., (2009)

Findings

The findings highlighted that the entrepreneurial competencies positively and significantly influenced business performance ($\beta = 0.529$, $t = 7.595$, $p < 0.05$). Also, entrepreneurial competencies positively impacted innovativeness ($\beta = 0.474$, $t = 9.432$, $p < 0.05$). Innovativeness had a significant impact on business performance ($\beta = 0.352$, $t = 4, 207$, $p < 0.05$). Innovativeness partially mediated between entrepreneurial competencies and business performance in the context of micro units in Delhi-NCR ($\beta = 0.167$, $t = 3, 527$, $p < 0.05$).

Implications

This study offers several theoretical as well as managerial implications to stakeholders such as academia, micro and small entrepreneurs, policymakers etc. Entrepreneurial competencies play a critical role in facilitating firm survival, growth and sustainability in the context of micro enterprises. Through competencies and skills an entrepreneur can smoothly navigate the volatile business environment, spot and exploit business opportunities, innovate, take risks etc. Therefore, stakeholders must invest the resources on nurturing, developing and honing different set of competencies and skill sets requisite for a positive impact on business performance. Theoretically, the present study adds to the international entrepreneurship literature as innovativeness partially mediates on the relationship between entrepreneurial competencies and business performance.

Conclusion

The study concludes that entrepreneurial competencies and innovativeness are the significant determinants of business performance with regards to micro enterprises registered in Delhi-NCR, India. The study provided empirical evidence that having adequate entrepreneurial competency and innovativeness among small business owners is critical in spurring sustainable business performance and innovativeness of firms. Also, the study expands on the theory of resource-based view which stresses that certain tangible and intangible resources are the sources of robust competitive advantages and superior business performance of micro units.

Keywords- Entrepreneurial competencies, Innovativeness, Firm performance, Micro enterprises.

References

- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18 (1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Ismail, I. J. (2022). Entrepreneurs' competencies and sustainability of small and medium enterprises in Tanzania. A mediating effect of entrepreneurial innovations. *Cogent Business and Management*, 9 (1), 2111036.
- Mustapha, W. N. W., Al Mamun, A., Mansori, S., & Balasubramaniam, S. (2020). Effect of entrepreneurial competencies on micro-enterprises income and assets in Malaysia. *Asia Pacific Journal of Innovation and Entrepreneurship*, 14 (3), 249-261.
- Mustapha, W. N. W., Al Mamun, A., Mansori, S., & Balasubramaniam, S. (2020). Effect of entrepreneurial competencies on micro-enterprises income and assets in Malaysia. *Asia Pacific Journal of Innovation and Entrepreneurship*, 14 (3), 249-261.

Mapping Global Uncertainty and its Impact on Stock Markets Through Artificial Intelligence

Mr. Sachin Singh

*HPKV Business School, School: School of Commerce & Management Studies,
Central University of Himachal Pradesh*

Prof. (Dr.) Mohinder Singh

*Department of Commerce, School of Commerce & Management Studies,
Central University of Himachal Pradesh*

Backdrop

In an era characterised by unprecedented interconnectedness and rapid information dissemination, the global financial landscape is intricately linked to many factors contributing to uncertainty. Understanding and navigating this uncertainty is a perpetual challenge for investors, financial institutions, and policymakers alike. Traditional analysis methods often struggle to keep pace with the dynamic and multifaceted nature of global uncertainties that can swiftly impact stock markets.

In this context, the fusion of artificial intelligence (AI) with financial analysis has emerged as a transformative approach to comprehensively map and decipher the complexities surrounding global uncertainty and its ramifications on the stock market. By leveraging advanced algorithms, machine learning models, and natural language processing techniques, AI endeavours to distil insights from vast data sources, ranging from economic indicators and geopolitical events to sentiment analysis of news and social media. This amalgamation of cutting-edge technology and financial analysis holds the promise of not only anticipating market movements but also providing a nuanced understanding of the intricate web of factors influencing investor sentiment and market behaviour.

This exploration into mapping global uncertainty through AI represents a paradigm shift in how we perceive and respond to the challenges of an increasingly volatile financial landscape. As we delve into the intricacies of this synergy between technology and finance, it becomes evident that the ability to harness AI for real-time analysis and prediction has the potential to redefine risk management strategies, enhance decision-making processes, and ultimately shape the future of financial markets in an era characterised by uncertainty as a constant.

Purpose of the Study

The present study aims to assess global uncertainty and its impact on the stock market through AI techniques. The present study will focus on comprehensively analysing and forecasting the stock markets of the USA and India. The current global scenario is more influenced by geopolitical tensions, economic fluctuations and unforeseen international events like pandemics. The present study will help to analyse these underlying dynamics, which are easily overlooked by traditional analysis techniques. Further, this can help investors and policymakers with actionable insights; for a novice investor, it becomes challenging to account for all the dynamic factors impacting capital markets; even on a more significant level, the unprecedented levels of uncertainty are challenging to be taken into account by policymakers. This research can help them to navigate the current dynamic financial landscape. Also, in pursuit of sustainable business practices, the study will help to develop and acknowledge the need for resilient and adaptive financial strategies which can ultimately contribute towards stability and sustainability of the broader financial ecosystem.

Research Methodology

The present research study will focus on using machine learning models to quantify and predict stock markets. This may involve training models on historical data to identify patterns and relationships between various factors and stock market movements.

Method: The present study will explore deep learning techniques, such as deep neural networks (DNNs), to capture temporal dependencies and intricate patterns in time-series data related to market uncertainty.

Data & Time period: Historical daily data of Nifty and Snp500 will be collected for the past five years. The includes Open, High, Low and Closing prices of both the stock indices. Also, for hyperparameter optimisation of deep neural networks, the present study will utilise either random search or genetic algorithms.

Nature: The nature of the study will be descriptive, quantitative and predictive.

Significance of Study

This study seeks to investigate the application of artificial intelligence (AI) in mapping global uncertainty and its consequential impact on the stock market. With an ever-evolving landscape marked by economic shifts, geopolitical events, and the instantaneous spread of information, the overarching goal is to harness the power of AI to distil actionable insights from a diverse range of data sources. This can help investors make informed investment decisions, and policymakers make policies in accordance with complex global environments characterised by uncertainties.

Expected Outcomes

The present research study aims to provide meaningful insights for investors, financial institutions and policymakers in making decisions in the context of capital markets. Further, the current research study aims to contribute to the broader discourse on the role of AI techniques in helping to reshape the financial landscape for sustainability. This will enable diverse stakeholders to make more informed and enhanced risk management strategies focusing on real-time adaptability and decision support systems.

Conclusion

The present research study aligns with the main themes of the conference AI innovation for Business Development and Sustainable business Practices. This research will prove to be a step closer to leveraging AI techniques and harnessing their power in tackling the complex global landscape. The successful implementation of AI techniques for stock market forecasting will reinforce AI's potential as a valuable tool for investors, financial analysts, and policymakers and help develop a holistic understanding of market dynamics.

Keywords- Artificial Intelligence, Deep Neural Networks, Machine Learning, Stock Market Forecasting

References

- Bhowmik, R., & Wang, S. (2020). Stock Market Volatility and Return Analysis. *Entropy*, 22 (552), 1–18.
- Chen, J. F., Chen, W. L., Huang, C. P., Huang, S. H., & Chen, A. P. (2017). Financial time-series data analysis using deep convolutional neural networks. *Proceedings - 2016 7th International Conference on Cloud Computing and Big Data, CCBD 2016*, 87–92. <https://doi.org/10.1109/CCBD.2016.027>
- Cheng, D., Yang, F., Xiang, S., & Liu, J. (2022). Financial time series forecasting with multi-modality graph neural network. *Pattern Recognition*, 121, 108218. <https://doi.org/10.1016/j.patcog.2021.108218>
- Lee, S. Il, & Yoo, S. J. (2020). Multimodal deep learning for finance: integrating and forecasting international stock markets. *Journal of Supercomputing*, 76 (10), 8294–8312. <https://doi.org/10.1007/s11227-019-03101-3>
- LeNail, A. (2019). NN-SVG: Publication-Ready Neural Network Architecture Schematics. *Journal of Open Source Software*, 4 (33), 747. <https://doi.org/10.21105/joss.00747>

Empowering Indian Consumers to Embrace Electric Vehicles through the Unified Theory of Acceptance and Use of Technology (UTAUT)

Mr. Shiv Kumar

The Business School, University of Jammu

Prof. Vinay Chouhan

The Business School, University of Jammu

Abstract

The transport sector is responsible for the highest share of global greenhouse gas (GHG) emission growth. By eliminating the need for gasoline-powered vehicles and replacing them with battery-operated ones, “Electric Vehicles (EVs)” might significantly lessen the negative effects of the transportation sector on the environment. Pollution and rising fossil fuel energy use that can't be met by domestic manufacturers are only two of the societal and economic issues that “electric vehicles” can address in India. In this research, we use a UTAUT model to assess consumer intent to embrace EVs as a means of transportation. “Data from 200 Indian respondents were collected using a purposive sampling strategy, and the results were analyzed using the Amos structural equation modelling technique”. According to the findings, there is a considerable impact of “Performance Expectancy”, “Effort Expectancy”, “Social Influence”, “Facilitating Conditions”, and “Price Value” on consumer adoption intentions for “electric vehicles”. The findings of this study will provide valuable insights for policymakers and manufacturers in developing effective marketing tactics that enhance “Customer Motivation, Awareness, and Value Generation” for “electric vehicles (EVs)” within the context of a sustainable era. “Sustainable Development Goals (SDGs)”.

Introduction

As the world's population rises and emerging economies (such as China, Russia, India, etc.) expand, the demand for fossil fuels has increased dramatically[1]. Oil, coal, and natural gas can be the sole sources of energy in the future, but they still meet a large fraction of global demand[2]. When fossil fuels are utilized for transportation and industry, they also increase emissions of pollutants and Greenhouse Gases (GHG)[3]. Businesses have actively developed strategies to reduce environmental pollution from the perspective of consumers by using environmentally friendly products to address the issue of carbon emissions[4]. Given Earth's current bleak environmental situation, lowering emissions of greenhouse gases should be a

primary priority.

It is important to keep in mind that road vehicles are the biggest contributors to GHG emissions and other pollutants when thinking about the environmental impact of transportation options; they are responsible for about 75% of global CO₂ emissions from the transportation sector and about three-quarters of urban air pollution[5-6]. This has resulted in a major rise in vehicular carbon emissions, which has prompted the Government of India (GoI) to investigate several options for addressing the issue. The widespread availability of Electric Vehicle (EV) mobility is a crucial policy[7].

Review of Literature

This section provides a summary of research published on the topic of using the UTAUT to promote the adoption of "electric vehicles" among Indian customers. According to the objectives, the review of the literature has been divided into three areas, which are outlined below:

- a) "Adoption of Electric Vehicles in India"
- b) "Unified Theory of Acceptance and Use of Technology (UTAUT)"

"Impact of Unified Theory of Acceptance and Use of Technology (UTAUT) in Adoption of Electric Vehicles in India"

Methodology

An integrated approach to UTAUT2 was used to perform the model components shown in Figure 8 (social influence, Performance Expectancy (PE), Effort Expectancy (EE), Price Value (PV), and Facilitating Conditions (FC)). The data collecting method, sample strategy, and data analysis approach are described in the next sections.

Data Collection and Sample Size

To determine the variables affecting the purchase of electric vehicles in India, the main data for this study was gathered using online questionnaires. The non-probability sampling approach was used for this study. Data samples from the North Indian states/UT of Jammu & Kashmir, Punjab, Chandigarh and Delhi, were gathered using Google forms.

Analysis

Assessment of the Measurement Model

The AMOS 23.0 software is used for both measurement and analysis. The paper gives a thorough examination of the four forms of validity and reliability evaluations: "internal consistency reliability, indicator reliability, convergent validity, and discriminant validity". The subsequent findings presented above depict the outcomes of each study conducted to evaluate the soundness and reliability of the measuring model.

Conclusion and Policy Implications

The study results demonstrate that consumer motivation can be useful in elevating the likelihood that individuals will adopt EVs. This research established links between five factors—anticipated performance, anticipated effort, “Social Influence”, a conducive environment, and perceived value—that affect consumers' propensity to embrace EVs. In addition, the results of the surveys showed that these factors are sufficient to convince people to purchase EVs. Despite its importance in the literature, this study indicated that none of the characteristics studied—“Performance Expectation, Effort Expectation, Social Influence, Enabling Circumstance, Or Price Value”—were significant in influencing consumers' inclinations toward a particular technology.

Keywords- Electric Vehicle, UTAUT Model, Consumer Intention, EVs Adoption Intention, Sustainable.

References

- Khazaei, H. (2019). The datasets of factors influencing adoption of electric cars in Malaysia: A structural equation modelling (SEM) analysis. *Data in Brief*, 27, 104644.
- Farooqi, A. S., Yusuf, M., Zabidi, N. A. M., Saidur, R., Sanaullah, K., Farooqi, A. S., ... & Abdullah, B. (2021). A comprehensive review on improving the production of rich-hydrogen via combined steam and CO₂ reforming of methane over Ni-based catalysts. *International Journal of Hydrogen Energy*, 46 (60), 31024-31040.
- IEA. Global EV Outlook 2019. Available online: <https://www.iea.org/reports/global-ev-outlook-2019> (accessed on 27 May 2019).
- Amran, A., Ooi, S. K., Wong, C. Y., & Hashim, F. (2016). Business strategy for climate change: An ASEAN perspective. *Corporate Social Responsibility and Environmental Management*, 23 (4), 213-227.
- Lefevre, B., & Enriquez, A. (2014). Transport sector key to closing the world's emissions gap. Transport, IEA Tracking. "IEA: Paris." (2020).
- Singh, H., Singh, V., Singh, T., & Higuera-Castillo, E. (2023). Electric vehicle adoption intention in the Himalayan region using UTAUT2–NAM model. *Case Studies on Transport Policy*, 11, 100946.
- Deb, N., Singh, R., Brooks, R. R., & Bai, K. (2021). A review of extremely fast charging stations for electric vehicles. *Energies*, 14 (22), 7566.
- Singh, P., Kaur, I., Kumar, A., & Sahay, A. Accelerating the E-mobility revolution: A mixed-method enquiry into EV adoption behaviour. Available at SSRN 4119543.

Consumer Evaluation of Digital Menu in Casual Dining Restaurants: Examining the Role of Technological Self-efficacy

Dr. Komal Nagar

The Business School, University of Jammu

Mr. Mohit Sasan

The Business School, University of Jammu

Introduction

The requirement for lodging and dining facilities is universal among travellers. Dining out at restaurants is one of the most important component of travellers' tourism experiences (Hyuan & Park, 2016). With the advent of information technology, travel experience and behaviour have changed dramatically. In addition, it has also impacted restaurant industry. The use of interactive self-service technologies e.g., kiosks, tablets and QR-based menus, is one of the key information technology developments in the restaurant business.

Traditionally, restaurant personnel take orders manually, writing down each request for food on a piece of paper before giving it to the kitchen staff to process. In order to complete the business cycle, the client pays the bill after the meal and the waiter delivers the order to the customer's table once it has been processed (Batra et al., 2020). However, in the digital era, this traditional approach encounters a number of challenges, such as issues with monitoring food orders, updating and maintaining public menu cards, and keeping an effective restaurant staff (Batra et al., 2020). Recently, the restaurant business has moved beyond paper-based menu to include QR-based menu as part of its traceability system. This technology can be integrated into the user's smart phone applications so that the smart phone can scan and decode information about products or services as needed (Vuksanovic et al., 2020).

The distinctive benefit of QR-based menu is seen especially during COVID-19 as it provides contactless experience that helps to maintain hygiene. Since COVID-19 may spread through multiple contaminated surfaces, restaurants have been focusing on offering contactless experiences for their dine-in orders (Vig & Agarwal, 2021). Among various advancements developed to encourage contactless services, QR-based technology has been one of the primary advances introduced in the restaurant business to tackle COVID-19 difficulties.

Although the need of digital menus is growing, low technological self-efficacy of the patrons has been one of the factors for the slow acceptability of QR-based menus. Acceptance of self-service technology (SST), such as QR-based menus that allow consumers to order, pay and trace menu orders, is primarily based on consumers' technological self-efficacy. Customers that are accustomed to using SSTs or are familiar with technology, as a result, typically have high levels of SST self-efficacy. On the other side, those who have less technological experience, such as seniors, are thought to have poor SST self-efficacy (Robertson & Shaw, 2009)

Research Gap

Several studies have discussed the adoption of technologies in restaurant such as the rapid use of mobile payment in fast food restaurants (Cheung et al., 2021), customers' intentions to use robot service in restaurants (Cha, 2020), role of mobile food ordering application in restaurants (Dirsehan & Cankat, 2021) etc. While there is evidence from past researches on the importance of restaurant menu and their influence on consumer attitude towards restaurants (Argueta et al., 2014; Beldona et al., 2014; Okumus & Bilgihan, 2014), little is known about customer experiences with QR-based menu ordering compared to the paper-based menu ordering. Also lacking in the extant literature is the evidence of research focusing on consumer's efficacy in ordering via QR-based menus. This study fills research gap by examining influence of technological self-efficacy on consumer attitude towards QR-based versus Paper-based menu.

Methodology

A review of previous studies shows that most of the studies in the area of menu research are experimental in nature (Choi et al., 2017, Liu et al., 2019). Therefore, present study investigates consumer response towards menu type using an experimental design. The experiment conducted in the study is designed keeping in view the variables under study and the accepted norms of experiments. A 2 (technology self-efficacy: low vs. high) \times 2 (menu type: QR-based vs. Paper-based) between-subjects experimental design is used to test the hypothesis. A total of 120 consumers were randomly assigned one of the four experimental conditions. Participants were instructed to picture themselves in a situation in which they visited a fictitious restaurant and randomly allocated to one of four experimental conditions. Participants were instructed to go through both Paper-based as well as QR-based menu. After going through the menu, participants were asked to complete a paper-based survey. Prior to stimulus exposure, participants were asked to respond to a potential covariate: their level of hunger.

Findings

The study investigates the cutting-edge ideas that are presently appearing in research on restaurants. The study's conclusions provide several theoretical perspectives to the literature on

hospitality. By looking at the crucial component of the menu, the present study adds to the body of knowledge on casual dining establishments. It investigates how customer attitudes regarding menu type QR-based vs paper-based are influenced by technological self-efficacy.

Implications

The study has significant implications for restaurants as well as research practitioners. The study closes the knowledge gap on consumers' attitudes towards using QR codes to place restaurant orders. It supports restaurant operators in making decisions about the digitization of their menus and how best to execute it.

Conclusion

Study ensured whether establishments should use technologies such as touch-free or contactless in order to meet hygiene and health expectations and beyond in service environments.

The suggested research's originality closed several current gaps and paved the way for further investigation in the future. Additionally, the study opened the door for research amongst various study groups. The study can thus be seen as having significant importance for restaurants based on the above-mentioned factors.

Keywords- Digital Menu, Technological Self-efficacy, Customers' Attitude

References

- Argueta, D., Lu, Y.-T., Ma, J., Rodriguez, D., Yang, Y.-H., Phan, T., & Jeon, W. (2014). Enhancing the Restaurant Dining Experience with an NFC-Enabled Mobile User Interface. *Lecture Notes of the Institute for Computer Sciences, Social Informatics and Telecommunications Engineering*, 314–321. https://doi.org/10.1007/978-3-319-05452-0_29
- Batra, C., Pathak, G., Gupta, S., Singh, S., Gupta, C., & Gupta, V. (2020). Foodie: an automated food ordering system. *Strategic System Assurance and Business Analytics*, 557-562
- Beldona, S., Buchanan, N., & L. Miller, B. (2014). Exploring the promise of e-tablet restaurant menus. *International Journal of Contemporary Hospitality Management*, 26 (3), 367–382. <https://doi.org/10.1108/ijchm-01-2013-0039>
- Cha, S. S. (2020). Customers' intention to use robot-serviced restaurants in Korea: relationship of coolness and MCI factors. *International Journal of Contemporary Hospitality Management*, 32 (9), 2947–2968. <https://doi.org/10.1108/ijchm-01-2020-0046>
- Cheung, C., Fang, C. C., & Wang, Y. C. (2021). Consumer behavior and mobile payment: An empirical study of the restaurant industry. *Journal of China Tourism Research*, 1–21. <https://doi.org/10.1080/19388160.2021.1972072>

- Choi, S., Liu, S. Q., & Mattila, A. S. (2017). Consumer Response to Authentic-Language Versus English-Language Menu Labeling in Ethnic Dining. *Cornell Hospitality Quarterly*, 59 (2), 125–134. <https://doi.org/10.1177/1938965517730314>
- Dirsehan, T., & Cankat, E. (2021). Role of mobile food-ordering applications in developing restaurants' brand satisfaction and loyalty in the pandemic period. *Journal of Retailing and Consumer Services*, 62, 102608. <https://doi.org/10.1016/j.jretconser.2021.102608>
- Hyun, S. S., & Park, S. H. (2015). The Antecedents and Consequences of Travelers' Need for Uniqueness: An Empirical Study of Restaurant Experiences. *Asia Pacific Journal of Tourism Research*, 21 (6), 596–623. <https://doi.org/10.1080/10941665.2015.1062404>
- Liu, S. Q., Choi, S., & Mattila, A. S. (2019). Love is in the menu: Leveraging healthy restaurant brands with handwritten typeface. *Journal of Business Research*, 98, 289–298. <https://doi.org/10.1016/j.jbusres.2019.02.022>
- Okumus, B., & Bilgihan, A. (2014). Proposing a model to test smartphone users' intention to use smart applications when ordering food in restaurants. *Journal of Hospitality and Tourism Technology*, 5 (1), 31–49. <https://doi.org/10.1108/jhtt-01-2013-0003>
- Robertson, N., & Shaw, R. N. (2009). Predicting the likelihood of voiced complaints in the self-service technology context. *Journal of Service Research*, 12 (1), 100–116. <https://doi.org/10.1177/1094670509333789>
- Vig, S., & Agarwal, R. N. (2021). Repercussions of COVID □19 on small restaurant entrepreneurs: The Indian context. *Strategic Change*, 30 (2), 145–152. <https://doi.org/10.1002/jsc.2398>
- Vuksanović, N., Demirović Bajrami, D., Petrović, M. D., & Grigorieva, E. M. (2020). QR codes as a tool for receiving feedback about guests' satisfaction at destinations. *Journal of Place Management and Development*, 14 (1), 19–31. <https://doi.org/10.1108/jpmd-03-2020-0025>.

Influence of E-Religiosty on Impulse Buying Behavior

Dr. Satinder Kumar

School of Management Studies, Punjabi University, Patiala.

Ms. Ritika Sharma

School of Management Studies, Punjabi University, Patiala.

Mr. Rohit Kumar Dubey

School of Management Studies, Punjabi University, Patiala.

Ms. Amandeep Kaur

School of Management Studies, Punjabi University, Patiala.

Research Background

Numerous marketing disciplines, particularly those deals with consumer behavior, have explored the influence of religiosity. One sort of buying behavior that customers commonly engage in the modern era is impulse buying, which has long been recognized. An increasing body of research on impulsive buying has emphasized three perspectives: personal or individual characteristics, product aspects, and situational factors. However, there is scarce understanding in marketing studies that examines the impact of religion on impulsive buying behavior. The goal of the research is to examine the connection between the religiosity aspect of religion and impulsive conduct in order to acquire perspective on impulsive purchase and religious studies.

Purpose

Since this topic has received less attention, it is crucial to investigate the connection between religiosity and impulsive purchasing in Indian context.

Research Methodology

The study used Structural Equation Modeling with sample size of 419 respondents.

Results

The study's findings showed that intrinsic and extrinsic religiosity had a role in moderating the association between religiosity and impulsive purchasing. Positive relationship among the variables exists. The study also adds to the understanding of consumer behavior by providing the empirical support for the claim that religion has an impact on impulsive buying.

Keywords- Impulse Buying Behavior, Religiosity, Buying Behavior

References

- Shah Alam, S., Mohd, R., & Hisham, B. (2011). Is religiosity an important determinant on Muslim consumer behaviour in Malaysia?. *Journal of Islamic Marketing*, 2 (1), 83-96.
- Allport, G. W. (1950). The individual and his religion: A psychological interpretation.
- Allport, Gordon W. (1966). The religious context of prejudice. *Journal for the Scientific Study of Religion*, 5 (3), 447.
- Allport, G. W., & Ross, J. M. (1967). Personal religious orientation and prejudice. *Journal of Personality and Social Psychology*, 5 (4), 432.
- Anderson, K. J., & Revelle, W. (1994). Impulsivity and time of day: is rate of change in arousal a function of impulsivity?. *Journal of Personality and Social Psychology*, 67 (2), 334.
- Arli, D., & Tjiptono, F. (2018). Consumer ethics, religiosity, and consumer social responsibility: Are they related? *Social Responsibility Journal*, 14 (2), 302–320.
- De Run, E. C., Butt, M. M., Fam, K. S., & Jong, H. Y. (2010). Attitudes towards offensive advertising: Malaysian Muslims' views. *Journal of Islamic Marketing*, 1 (1), 25-36.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics.
- Habib, M. D., & Bekun, F. V. (2021). Does religiosity matter in impulsive psychology buying behaviors? A mediating model and empirical application. *Current Psychology*, 1-13.
- Kacen, J. J., & Lee, J. A. (2002). The influence of culture on consumer impulsive buying behavior. *Journal of Consumer Psychology*, 12 (2), 163-176.
- Maryati, W., Hartini, S., & Premananto, G. C. (2021). The role of religiosity and spirituality on impulsive buying. *Al-Uqud: Journal of Islamic Economics*, 5 (1), 119-150.
- McDaniel, S. W., & Burnett, J. J. (1990). Consumer religiosity and retail store evaluative criteria. *Journal of the Academy of Marketing Science*, 18 (2), 101-112.
- Musadik, S. H. S. A., & Azmi, I. A. G. (2017). A conceptual paper: The effect of Islamic religiosity on impulse buying behavior. *Journal of Global Business and Social Entrepreneurship (GBSE)*, 1 (2), 137-147.
- Rook, D. W. (1987). The buying impulse. *Journal of Consumer Research*, 14 (2), 189-199.
- Shaw, D. S., & Clarke, I. (1998). Culture, consumption and choice: Towards a conceptual relationship. *Journal of Consumer Studies and Home Economics*, 22 (3), 163-168.
- Sheth, J. N., Mittal, B., Newman, B. I., & Sheth, J. N. (2004). *Customer Behavior: A Managerial Perspective*. Mason, Ohio: Thomson/South-Western.
- Sohaib, O., & Kang, K. (2014, January). The impact of religiosity on interpersonal trust in B2C context: A cross-culture analysis. In *Proceedings-Pacific Asia Conference on Information Systems, PACIS 2014*.
- Vitell, S. J. (2009). The role of religiosity in business and consumer ethics: A review of the literature. *Journal of Business Ethics*, 90 (2), 155-167.

Impact of Fintech on Banking Sector Soundness in India: Empirical Evidences

Ms. Shiwangi Sethi

*HPKV Business School, School of Commerce and Management Studies,
Central University of Himachal Pradesh*

Prof. Mohinder Singh

*Department of Commerce, School of Commerce and Management Studies,
Central University of Himachal Pradesh*

Backdrop

Traditional financial services have undergone a significant transition due to constant transformations in innovation and technology (KMPG, 2016). Of these, Financial Technology, which originated in the early 90s is considered one of the most significant innovations in financial services and is a rapidly growing concept in the financial sector worldwide. Statista defines Fintech to be associated with startups, which develop online and mobile payments, big data, alternative finance and financial management. An increase in internet coverage, speedy and easy access to technology have enabled individuals as well as businesses to optimize the way they manage their finances. In a survey of 2018-19, around 70% of senior banking executives underline the importance of collaborating with Fintech and big-tech companies to create new services for banks' customers. Fintech companies are providers of innovative products and services by themselves or through collaboration and platform approaches.

Research Gap & Purpose of the Study

Fintech is popular in media and press articles, but it remains a novel concept in academic research. The literature is rife with qualitative discussion of higher levels of customer services and the benefits that fintech adoption and integration bring to the financial institutions' customers. Recently from an investment angle, Liu et al. (2022) investigated common risk factors that explain expected returns on cryptocurrency markets, whereas Parlour et al. (2022) examined the disruption in the payments system. Further, evidence of the studies was found that compared the conventional and Islamic banks' business models to be credit-oriented and Fintech-focused in delivering better customer services and driving Islamic financial growth (Sidaoui et al., 2022 and Hasnaoui, A., 2023).

In the Indian context, the fintech sector in India has witnessed funding accounting for 14% of global funding. The fintech market opportunity in India is estimated to be \$2.1 Tn by 2030.

Indian FinTech sector was the second most funded startup sector in 2022, with a CAGR of 18% from 2022. Being a sector of utmost importance in the growth of the Indian economy; still, there is a dearth of literature highlighting the importance of financial technology in the stability of the operational performance of the banking sector. Therefore, the present study is conducted to fulfill this void by designing a unique methodology to construct bank's financial technology; i.e., the Fintech score. Further, using the constructed fintech score as a proxy, the study will also attempt to examine the effect of Fintech on the operational performance of scheduled commercial banks; i.e., both public as well as private sector banking operating in India.

Methodology

The present study will be performed over a period of 15 years; i.e., the post-financial crisis (2008-2022) period. The study sample is comprised of scheduled commercial banks; i.e., both public and private sector banks operating in India. This paper will undertake a panel of annual observations of 32 banking companies presently operating in India (after taking into consideration the mega-merger of the banking sector in India during the study period). The study is secondary and the required data will be retrieved from the official websites of RBI and sample banks, Prowess IQ and the Economic Outlook database of CMIE, extant literature and other relevant sources. The independent variable; i.e., fintech will be computed as the score of the level of adoption of financial technology by banks. The fintech score will range from 0-10 (with 0 being the lowest and a score of 10 being the highest). The fintech score will be constructed by using different parameters. The Z-score, Sharpe ratio or ROTA, ROE and NPA will be used to measure the operational performance of banks. The polynomial regression will be applied to determine the impact of fintech on the operating performance of the banks.

Findings & Implications

Since this is a working paper, the relevant findings of the study will be revealed after the completion of the data analysis and interpretation. The suggestions and policy recommendations will also be given once the results are obtained.

Keywords- Financial stability, FinTech, Indian banking sector, Performance measurement, Technological development.

From Floor to Phone: Exploring the Digital Innovation in Trading Practices

Ms. Sumriti Choudhary

The Business School, University of Jammu

Dr. Amisha Gupta

The Business School, University of Jammu

Ms. Muskan Gupta

The Business School, University of Jammu

Backdrop

The traditional trading methods, deeply embedded in historical practices, emphasize human intuition, experience, and manual execution. Traditional trading methods refer to historical and conventional approaches used by traders and investors for buying and selling financial instruments such as stocks, bonds, commodities, or currencies (Kothari, 2023). These methods have their origins in manual and non-electronic processes and are often associated with practices that prevailed before the widespread use of modern technology in financial markets. Traditional trading methods typically involve human intervention in executing trades, relying on face-to-face interactions on trading floors or through communication channels like phones. Manual order placement, floor trading on stock exchanges, and reliance on fundamental analysis and market intuition are characteristic features of traditional trading (Ma et al., 2021; Petric Iancu, 2015). While traditional methods continue to coexist with modern technological advancements, the term is often used to distinguish these historical practices from mobile trading apps in contemporary financial markets. In contrast, mobile trading apps represent a modern approach that leverages the ubiquity of smartphones, providing users with instant access to financial markets, real-time data, and a suite of trading tools at their fingertips. Mobile trading apps refers to the practice of buying and selling financial instruments, such as stocks, bonds, currencies, or commodities, using mobile devices such as smartphones or tablets (Trading Apps Definition, n.d.). These apps typically offer features such as real-time market data, charting tools, order placement capabilities, and account management functions. Mobile trading has gained popularity due to its accessibility, enabling users to monitor market conditions, execute trades, and manage their investment portfolios anywhere and anytime (Malhotra, 2020). An online trading application is a smartphone application that allows you to purchase, sell, and invest in other assets online. To use trading apps, all an individual needs is a smartphone and access to the internet ([https://www.5paisa.com/stock-market-guide/online-trading/what-is-online trading](https://www.5paisa.com/stock-market-guide/online-trading/what-is-online-trading)). Zerodha,

Angel One, Groww, ICICI Securities, and IIFL Securities are the top five trading apps at the moment, accounting for 59.3% of all active NSE clients, up from 56.23% in December 2021 (PTI, 2023). This study presents a comparative analysis of traditional trading methods and the utilization of mobile trading apps in the contemporary financial landscape. As financial markets undergo a paradigm shift with the advent of technology, this research aims to explore the contrasting dynamics, benefits, and challenges associated with these two distinct approaches to trading.

Research Gap

Despite the growing prevalence of mobile trading apps and the increasing reliance on technology in financial markets, there is a research gap in understanding the comparison between the traditional trading method and mobile trading apps. While existing literature has addressed the advantages and disadvantages of traditional trading methods (Alryalat et al., 2006; Petric Iancu, 2015; Waisi, 2020) and described the features of mobile trading apps (Lee, 2009; Malhotra, 2020) and acceptability of mobile stock trading application by young investors in Malaysia (Anand & Abhilash, 2022; Chong et al., 2021). This research aims to fill this gap by exploring both trading methods.

Research Methodology

The research methodology for the comparative analysis of traditional trading methods and mobile trading apps involves a mixed-methods approach to capture both quantitative and qualitative insights. Key performance metrics, including transaction speed, cost-effectiveness, and user satisfaction, will be quantified to assess the technical efficiency of traditional and mobile trading methods. This quantitative analysis approach allows for objective comparisons and statistical inferences. In-depth qualitative data will be collected through interviews and surveys with traders. In this study, the data will be collected from primary and secondary sources. The analysis of the data will be done using ANOVA and the T test. Through a combination of historical data analysis, case studies, and user experience assessments, the study evaluates the efficiency, accessibility, and user-friendliness of both trading paradigms. Consideration is given to factors such as transaction speed, cost-effectiveness, and the impact on decision-making processes.

Overview of Findings

The current study produces results that will give a clearer view of the complex processes driving the economy by contrasting mobile trading apps with traditional trading techniques. The suggestive findings will reveal a distinct pattern of advantages and challenges associated with each approach. The preliminary analysis will reveal several noteworthy findings: Mobile trading apps demonstrate superior transaction speed, cost-effectiveness, and accessibility compared to

traditional methods. Traders using mobile apps perceive greater ease of use and perceived usefulness in executing trades. The efficiency and convenience provided by contemporary platforms are highlighted by the increased satisfaction levels reported by traders who use mobile apps.

Implications

The findings of this research plans on making a substantial contribution to both academia and practitioners in the financial industry. On a practical level, financial institutions and app developers can use the findings of the study to improve the mobile trading apps they create by giving priority to features that improve user satisfaction and ease of use. The study also emphasizes the necessity of customized instructional initiatives that address the specific needs and concerns of traders switching from conventional techniques to mobile platforms. The findings of the study will provide insightful implications for market inclusivity and democratization. Given the ease of use and accessibility provided by mobile trading apps, policymakers may investigate programs to promote financial inclusion and literacy, utilizing these platforms to reach a wider audience. The study also aims at shedding light on the critical aspect of trust in technology, suggesting that financial institutions must focus on building and maintaining confidence in automated trading processes. This trust factor becomes pivotal as technology continues to play an increasingly integral role in financial decision-making. Moreover, the study suggests that the evolving dynamics of trading practices and strategies should inform strategic planning for financial institutions, ensuring that technological investments align with the preferences and behaviors of the target user base. In essence, the study's implications provide actionable insights for a spectrum of stakeholders, guiding them in navigating the complex intersection of tradition and technology in the financial industry.

Conclusion

In conclusion, this research plans on providing a comprehensive analysis of traditional trading methods and mobile trading apps, shedding light on the advantages and disadvantages of both trading paradigms. The purpose of the comprehensive study comparing traditional trading methods with mobile trading apps is multifaceted and aims to provide a shaded understanding of the evolving dynamics within the financial landscape. The study's findings contribute to a deeper understanding of the changing aspects of financial markets and offer valuable insights for practitioners, policymakers, and researchers inquiring about the complexities of technology-driven trading.

Keywords- Digital innovation, Trading practices, Traditional trading method and Mobile trading apps.

References

- Alryalat, H., Dwivedi, Y. K., Kuljis, J., & Paul, R. J. (2006). A critical review to analyse the effect of online and traditional trading on effective market performance on the Nasdaq. *International Journal of Electronic Finance*, 1 (2), 151. <https://doi.org/10.1504/ijef.2006.010313>
- Anand, M., & Abhilash, V. S. (2022). Behavioural intention of investors regarding trading apps in India with an implication of UTAUT model. *Management Dynamics*, 22 (1), 1–10. <https://doi.org/10.57198/2583-4932.1000>
- Chong, L.-L., Ong, H.-B., & Tan, S.H. (2021). Acceptability of mobile stock trading application: A study of young investors in Malaysia. *Technology in Society*, 64, 101497. <https://doi.org/10.1016/j.techsoc.2020.101497>
- Kothari, H. (2023, April 8). MyAlgoMate technologies LLP. Myalgotomate. <https://www.myalgotomate.com/algo-trading-vs-manual-trading/>
- Lee, M.-C. (2009). Predicting and explaining the adoption of online trading: An empirical study in Taiwan. *Decision Support Systems*, 47 (2), 133–142. <https://doi.org/10.1016/j.dss.2009.02.003>
- Ma, L., Wang, L., & Liu, Z. (2021). Multi-level trading community formation and hybrid trading network construction in local energy market. *Applied Energy*, 285, 116399. <https://doi.org/10.1016/j.apenergy.2020.116399>
- Malhotra, S. (2020). Study of features of mobile trading apps: A silver lining of pandemic. *Journal of Global Information and Business Strategy*, 12 (1), 75–80. <https://doi.org/10.5958/2582-6115.2020.00009.0>
- Petric Iancu, I. A. (2015). Benefits and drawbacks of online trading versus traditional trading. Educational factors in online trading. *Annals of the University of Oradea, Economic Science Series*, 24 (1), 1253.
- PTI. (2023, January 15). Demat accounts rise 34% to 10.8 crore in December on attractive returns from equity markets. Economic Times. <http://economictimes.indiatimes.com/markets/stocks/news/demat-accounts-rise-34-to10-8-crore-in-december-on-attractive-returns-from-equity/markets/articleshow/97002420.cms>
- Trading apps definition. (n.d.). Law Insider. Retrieved April 4, 2023, from <https://www.lawinsider.com/dictionary/trading-apps>
- The Uprise of Mobile Trading in India | Ajmera X-change. <https://www.ajmeraxchange.co.in/blogs/the-uprise-of-mobile-trading-inindia>
- What is Online Trading? - How To Start Trading in the Stock Market in India? (n.d.). 5paisa. Retrieved April 4, 2023, from <https://www.5paisa.com/stock-market-guide/onlinetrading/what-is-online-trading>
- Waisi, M. (2020). Advantages and disadvantages of ai-based trading and investing versus traditional method.

Drivers and Bottlenecks in the Adoption of Augmented Reality Shopping

Prof. Rishi Raj Sharma

Department of Commerce and Business Management, Guru Nanak Dev University RCGurdaspur, Punjab

Mr. Jivanjot Singh

University Business School, Guru Nanak Dev University, Amritsar, Punjab

Backdrop

In recent years, the online marketing landscape has seen significant transformations as a result of advancements in technology (Hoyer et al., 2020; Rauschnabel et al., 2019). The impact of these technologies on the retail landscape is substantial (Grewal et al., 2017). It is now essential for managers to actively involve customers in more interactive methods (Brodie et al., 2019).

Augmented reality (AR) has emerged as an important interactive sensory-enabling technology within retail environments (Javornik, 2016a; Petit et al., 2019). By overlaying computer-generated graphics onto consumers' bodies or real-life surroundings in real-time (Javornik, 2016a), AR facilitates a digitally-enhanced perception of reality, combining real-world details with virtual visual effects. It can enrich the shopping experience, most commonly with virtual try-ons of clothing (e.g. J.C. Penney, Uniqlo, ASOS), footwear (e.g. Converse), accessories (e.g. Speedo goggles, Specsavers glasses) and cosmetics (e.g. Sephora, L'Oreal), as well as showcasing what items look like in consumers' homes (e.g. IKEA, Dulux). AR's interactive elements create an immersive shopping experience, giving consumers new ways to virtually interact with items (Deloitte, 2020).

Although AR purchasing has shown remarkable growth rates, substantial evidence suggests that a significant number of consumers who browse various e-retail websites ultimately decide not to make a purchase. It is crucial to assist AR firms in comprehending the characteristics that promote consumer loyalty and ultimately resulting in purchase intent.

Researchers are faced with numerous models and have the ability to selectively adopt structures or favour a certain model, often disregarding the insights provided by competing models (Venkatesh et al., 2003). The technology acceptance model (TAM), as elaborated by Davis et al. (1992) and Gefen (2003), together with the expectation confirmation theory (ECT) (Oliver 1980; Bhattacharjee 2001a), have been extensively utilised in research conducted in developed nations, although their application in underdeveloped countries is quite infrequent. Our research intends

to offer a model of AR shopping continuance intentions, taking into account the complimentary nature of TAM (Technology Acceptance Model) and ECT (Expectation-Confirmation Theory). This study incorporates many elements from the modified Technology Acceptance Model (TAM) and the Expectation-Confirmation Theory (ECT), and examines the variability of individuals' intentions to continue using AR-shopping services.

Objectives of the Study

To examine the impact of Augmentation quality and trust on Perceived usefulness of MAR applications and to determine the factors affecting the continuance intention of MAR applications.

Research Methodology

Measurement and Description of the Study Area

Augmented reality (AR) marketing is a powerful tool that can transform the way businesses interact with their customers. It combines virtual and real-world experiences to create immersive shopping experiences that can increase customer engagement, satisfaction, and sales. In India where customers may not have access to physical stores or may be hesitant to visit stores due to COVID-19 or any personal concerns, AR helps in fulfilling the needs of the customer by allows them to have virtual showrooms or try-on experiences i.e. to see how products will look before making a purchase while sitting at home. Moreover, it allows a customer to customize the size, color, or design of a product based on their individual preferences. Also, by offering mobile payment options within the AR experience, businesses can streamline the purchase process and provide customers with a seamless shopping experience. Thus, AR can help businesses in India as it will help in meeting the changing needs and preferences of customers, while also driving sales and increasing customer loyalty. This technology is becoming increasingly accessible and affordable, with the widespread use of smartphones and the growth of the tech industry in developed and developing countries. India, for example has a growing market with a large and diverse population, making it a prime location for businesses to experiment with AR marketing. Therefore, the study was conducted in North India as there is a huge potential. The sample was collected from Delhi NCR, urban areas of Punjab State, Haryana state.

Data Collection

The questionnaire used in current study was developed originally in English. The data collection was conducted between August 2023 to September 2023. A five-point Likert scale was used to record the responses, ranging from highly disagree (1) to highly agree (5). All the statements used for measuring the responses were adopted from previous scales by applying slight modifications (table 1). Multi stage sampling was used to collect the data in which cities were

selected purposively based on the level of urbanisation and then in each city, convenience sampling was used to collect the data from the respondents. A qualifying question regarding the use of augmented reality-based virtual try-on applications for apparel and cosmetics on mobile devices was posed. Only respondents who had previously utilised an augmented reality application were asked further questions. A total of 341 questionnaires were distributed among sample respondents and 288 were returned, a response rate of 83.7 percent. Finally, 261 questionnaires (76.5 percent of total questionnaires) were considered for further analysis and the rest 27 were removed from the sample due to a high percentage of missing responses.

Findings

This research provides an integrated conceptual model that clarifies the theoretical problems of continuance AR-shopping intentions in India. All hypotheses are confirmed, demonstrating that perceived enjoyment, perceived usefulness, and social pressure are the main determinants of continuance intentions, explaining 55% of continuance e-shopping intentions. However, enjoyment is most influential, followed by perceived usefulness, and then social pressure. Also, augmentation quality and trust significantly influence perceived usefulness of MAR applications.

Limitations of the Study and Directions for Future Research

Although we made an effort to maintain a high standard of academic rigour throughout, our study had several drawbacks. For instance, we did not examine any particular AR app in-depth, rather taking into account AR apps in general. Additionally, we did not look into AR that was implanted utilising various methods, like location-based AR and marker-based AR. Further research is necessary because it is possible that these diverse technologies will have varying effects on consumers' experiences. Additionally, this research was carried out from the viewpoint of AR consumers to assist app developers in strengthening their marketing and design strategies, further research from retailer point of view along with consumers can develop further insights.

Keywords- Augmented Reality, Technology Acceptance Model, Expectation-Confirmation Theory, MAR applications.

References

- Bhattacharjee, A. (2001a). Understanding information systems continuance: an expectation-confirmation model. *MIS Quarterly*, 25 (3), 351-370.
- Brodie, R.J., Fehrer, J.A., Jaakkola, E. & Conduit, J. (2019). Actor engagement in networks: Defining the conceptual domain. *Journal of Service Research*, 22 (2), 173-188.
- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1992). Extrinsic and intrinsic motivation to use computers in the workplace 1. *Journal of Applied Social Psychology*, 22 (14), 1111-1132.

- Gefen, D., Karahanna, E. & Straub, D.W., (2003). Trust and TAM in online shopping: An integrated model. *MIS Quarterly*, 27 (1), 51-90.
- Grewal, D., Roggeveen, A.L., Sisodia, R. & Nordfält, J. (2017). Enhancing customer engagement through consciousness. *Journal of Retailing*, 93 (1), 55-64.
- Hoyer, W. D., Kroschke, M., Schmitt, B., Kraume, K., & Shankar, V. (2020). Transforming the customer experience through new technologies. *Journal of Interactive Marketing*, 51 (1), 57-71.
- Javornik, A. (2016). Augmented reality: Research agenda for studying the impact of its media characteristics on consumer behaviour. *Journal of Retailing and Consumer Services*, 30, 252-261.
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17 (4), 460-469.
- Pantano, E., Rese, A., & Baier, D. (2017). Enhancing the online decision-making process by using augmented reality: A two country comparison of youth markets. *Journal of Retailing and Consumer Services*, 38, 81-95.
- Petit, O., Velasco, C., & Spence, C. (2019). Digital sensory marketing: Integrating new technologies into multisensory online experience. *Journal of Interactive Marketing*, 45 (1), 42-61.
- Rauschnabel, P. A., Felix, R., & Hinsch, C. (2019). Augmented reality marketing: How mobile AR-apps can improve brands through inspiration. *Journal of Retailing and Consumer Services*, 49, 43-53.
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 425-478.

Assessing the Role of Augmented Reality in Enhancing User Experience: A Case of Nykaa App

Dr. Shelleka Gupta

The Business School, University of Jammu, Baba Saheb Ambedkar Road, Jammu

Ms. Antra Sharma

The Business School, University of Jammu, Baba Saheb Ambedkar Road, Jammu

Mr. Ronnie Dutt

The Business School, University of Jammu, Baba Saheb Ambedkar Road, Jammu

Backdrop

With the ever growing e-commerce the need for enhanced customer services is also on the rise (Zimmermann et al., 2023). Augmented reality is one such technology that has the potential to provide such immersive experiences which eventually leads to enhanced customer services (Rejeb et al., 2023; Smink et al., 2020; Javornik et al., 2016). Therefore, it becomes important for online apps to provide their customers with a technology like augmented reality. Augmented reality is a technology which has the ability to superimpose computer generated elements into the real world thus providing a mesmerising experience to the customers (Alimamy & Gnoth, 2022; Faust et al., 2012). But it is also important to measure the augmented reality apps with respect to user experience for better designing of the app (Davidavien et al., 2019). User experience emphasizes both functional and emotional aspects of an interactive app which highlights the importance of providing a personalized experience (Tseng et al., 2010). User experience is characterised by pragmatic quality (PQ), hedonic quality by stimulation (HQ-S), hedonic quality by identification (HQ-I) and attractiveness (ATT) (Arifin et al., 2018; Hassenzahl et al., 2003).

Research gap

Gap-1: Online shopping is considered as the future of retail and augmented reality is one such technology which can transform the way online shopping takes place (Zimmermann et al., 2023). Despite its importance in retail, the knowledge about augmented reality in retail remains scarce (Kowalczyk et al., 2021). To address this gap this study is an attempt to have deeper understanding of augmented reality.

Gap-2: Not much of the literature provides the growing impact of augmented reality on user experience and no previous research has discussed the user experience evaluation in augmented reality apps (Arifin et al., 2018; Poushneh & Vasquez-Parraga, 2017).

Design/Methodology/Approach

This research empirically analyzes, a total of 250 valid respondents through an experiment that was conducted in controlled laboratory using an online retail app “Nykaa”. To measure user experience of augmented reality enabled “Nykaa” app Attrakdiff questionnaire was used (Hassenzahl et al., 2003). SPSS was used for analysis.

Findings

All of the characteristics of user experience have good scores which indicate that the participants had overall good user experience. Attractiveness which is the aesthetic appeal of an app scored highest and pragmatic quality which is the usability function scored the lowest.

Practical Implications

This study provides marketers with groundwork for utilizing augmented reality technology to elevate the online shopping journey. Managers need to focus on creating augmented reality experiences that prioritize its aesthetic appeal along with better usability options with an aim for providing an enriched user experience. The study will help managers in designing better interactive products especially for Indian market.

Originality/Value

This study examines how augmented reality distinctly shapes the user experience. The study is an original attempt to determine user experience of online makeup app ‘Nykaa’ by making participants experience augmented reality feature on their own face.

Keywords- Augmented reality, User Experience, Pragmatic Quality, Hedonic Quality by Stimulation, Hedonic Quality by Identification, Attractiveness.

References

- Alimamy, S., & Gnoth, J. (2022). I want it my way! The effect of perceptions of personalization through augmented reality and online shopping on customer intentions to co-create value. *Computers in Human Behavior*, 128, 107105. <https://doi.org/10.1016/j.chb.2021.107105>
- Arifin, Y., Sastria, T. G., & Barlian, E. (2018). User experience metric for augmented reality application: A review. *Procedia Computer Science*, 135, 648–656. <https://doi.org/10.1016/j.procs.2018.08.221>
- Davidavičienė, V., Raudeliūnienė, J., & Viršilaitė, R. (2019). User experience evaluation and creativity stimulation with augmented reality mobile applications. *Creativity Studies*, 12 (1), 34–48. <https://doi.org/10.3846/cs.2019.3576>
- Faust, F., Roepke, G., Catecati, T., Araujo, F., Ferreira, M. G. G., & Albertazzi, D. (2012). Use of augmented reality in the usability evaluation of products. *Work*, 41, 1164–1167.

<https://doi.org/10.3233/WOR-2012-0298-1164>

- Hassenzahl, M. (Ed.). (2003). *Mensch & Computer. 2003: Interaktion in Bewegung / Gerd Szwillus (Hrsg.)* (1. Aufl).
- Javornik, A. (2016). Augmented reality: Research agenda for studying the impact of its media characteristics on consumer behaviour. *Journal of Retailing and Consumer Services*, 30, 252–261. <https://doi.org/10.1016/j.jretconser.2016.02.004>
- Kowalczyk, P., Siepmann (Née Scheiben), C., & Adler, J. (2021). Cognitive, affective, and behavioral consumer responses to augmented reality in e-commerce: A comparative study. *Journal of Business Research*, 124, 357–373. <https://doi.org/10.1016/j.jbusres.2020.10.050>
- Poushneh, A., & Vasquez-Parraga, A. Z. (2017). Discernible impact of augmented reality on retail customer's experience, satisfaction and willingness to buy. *Journal of Retailing and Consumer Services*, 34, 229–234. <https://doi.org/10.1016/j.jretconser.2016.10.005>
- Rejeb, A., Rejeb, K., & Treiblmaier, H. (2023). How augmented reality impacts retail marketing: A state-of-the-art review from a consumer perspective. *Journal of Strategic Marketing*, 31 (3), 718–748. <https://doi.org/10.1080/0965254X.2021.1972439>
- Smink, A. R., Van Reijmersdal, E. A., Van Noort, G., & Neijens, P. C. (2020). Shopping in augmented reality: The effects of spatial presence, personalization and intrusiveness on app and brand responses. *Journal of Business Research*, 118, 474–485. <https://doi.org/10.1016/j.jbusres.2020.07.018>
- Tseng, M. M., Jiao, R. J., & Wang, C. (2010). Design for mass personalization. *CIRP Annals*, 59 (1), 175–178. <https://doi.org/10.1016/j.cirp.2010.03.097>
- Zimmermann, R., Mora, D., Cirqueira, D., Helfert, M., Bezbradica, M., Werth, D., Weitzl, W. J., Riedl, R., & Auinger, A. (2023). Enhancing brick-and-mortar store shopping experience with an augmented reality shopping assistant application using personalized recommendations and explainable artificial intelligence. *Journal of Research in Interactive Marketing*, 17 (2), 273–298. <https://doi.org/10.1108/jrim-09-2021-0237>

Examining the Impact of Calculative -Based Trust for Adopting Blockchain and Its Influence on Innovation Quality of MNCs

Dr. Harleen Kaur

Department of Commerce, University of Jammu

Ms. Vishav Kirti

Department of Commerce, University of Jammu

Backdrop

The purpose of this research paper is to examine the impact of calculative based trust for the adoption of blockchain. Further the relationship of blockchain and innovation quality is examined along with examining the moderating impact of managerial discretion between blockchain and innovation quality. Studies on adoption of blockchain applications are currently scarce and the majority of those that have been published have focused on the benefits and problems of blockchain implementation. This technology quickly gained prominence as it became the basis for the cryptocurrency Bitcoin, invented by Nakamoto. Companies are becoming more interested in blockchain as a result of the prospective benefits in business such as trust, traceability and decentralisation. They provide an explanation of the connection between managerial discretion and the quality of blockchain innovation. They outlined the U-shaped association between blockchain technology and business innovation quality. As investment on blockchain technology increases, the quality of a company's innovation tends to decline. The standard of an organization's innovation tends to rise as its investment in blockchain technology increases. The academics have also explained how managerial judgement in the sector affects the connection between blockchain and innovation quality. Managerial discretion, which enables managers' flexibility in choosing and achieving their expectations, is the freedom of how strategic decisions are made and implemented by the managers. Prior research on managerial discretion mostly concentrated on organisational and environmental issues. But there is another sort of managerial discretion known as extra discretion. While our study is focused on investigating all sorts of discretion in context with Indian enterprises, our study focused on additional discretion in context with Chinese firms. Blockchain technology was measured by the rate of R & D growth, which may have had an impact on the research findings and caused them to diverge slightly from real practise. They suggested that in order to further test and validate the

findings, future study should be based on first-hand data from various MNCs adopting blockchain technology.

Methodology

Census method is used for data collection from MNCs. Further, PLS SEM is used for testing hypothesis testing. Questionnaire research has been widely used by researchers in the information technology sector due to its ease of use and scientific nature. We constructed the questionnaire for this study using well-established scales and examining the results of existing literature in the context of blockchain adoption and its adoption in the information technology industry to ensure validity and reliability. As a result, eight qualified software engineers were invited to pretest the preliminary version of the questionnaire. Based on their feedback, the questionnaire was adjusted and used in the pilot study. The variable within the TAM framework and other related variables were measured using a questionnaire comprising 20 construct items. The questionnaires were distributed to IT companies' system and software engineers, with a focus on topics such as calculative trust with blockchain, leveraging blockchain technology for innovation quality of IT firms, and the role of managerial discretion, with the participants being more aware of and concerned about emerging technologies in the information technology industry. To validate the suggested model, a multi-method approach was used. First, data from the questionnaire were analysed using PLS-SEM using Smart software to evaluate the model and hypotheses, and descriptive analysis was performed using the Statistical Package for Social Sciences (SPSS).

Findings

The results of this study indicates that calculative based trust has impact on adoption of blockchain and further adopting blockchain will indirectly enhance the innovation quality of the companies but managerial discretion does not play any significant role between blockchain and innovation quality. The findings lead to the conclusion that calculative based trust has an impact on blockchain adoption. IT offers the benefit of allowing for logical evaluations of the advantages and disadvantages of one side lying or cooperating in a relationship for the implementation of blockchain in the IT sector. Additionally, it was investigated during the course of the study if adoption of blockchain in MNCs has raised the organization's level of innovation. However, managerial discretion does not moderate the association between blockchain and innovation quality to some extent. The present study adds to the limited literature and empirical research for blockchain in developing countries like India. But this research has few limitations. Firstly, the existing research does not take into account the remaining factors for studying their impact on adoption of blockchain. Secondly, the various dimensions of blockchain should be studied in near future.

Implications

This research paper gives the insights about the relationship between calculative based trust and adoption of blockchain. Further, this study provides knowledge about the steps that are required for enhancing innovation quality through the adoption of blockchain.

Keywords- Calculative-based trust, Blockchain, Managerial discretion, Innovation quality.

References

- Coita, D. C., Abrudan, M. M., & Matei, M. C. (2019). Effects of the blockchain technology on human resources and marketing: An exploratory study. In *Strategic Innovative Marketing and Tourism*. Springer International Publishing. http://dx.doi.org/10.1007/978-3-030-12453-3_79.
- Duan, Y., Liu, S., Cheng, H., Chin, T., & Luo, X. (2021). The moderating effect of absorptive capacity on transnational knowledge spillover and the innovation quality of high-tech industries in host countries: Evidence from the Chinese manufacturing industry.
- Finkelstein, S., & Hambrick, D. C. (1990). Top-Management-Team tenure and organizational outcomes: The moderating role of managerial discretion. *Administrative Science Quarterly*, 35 (3), 484. <https://doi.org/10.2307/2393314>.
- Gupta, V., Mortal, S. C., & Yang, T. (2018). Entrepreneurial orientation and firm value: Does managerial discretion play a role?. *Review of Managerial Science*, 12 (1), 1-26.

Augmented Reality: Bridging the Physical and Digital Worlds

Mr. Anil Bhagat

Department of Commerce, MAM College Jammu

Dr. Jyoti Sharma

Department of Commerce, University of Jammu

Abstract

The most recent advancements in augmented reality (AR) have demonstrated the importance of this technology in modern systems that are interactive. These advancements have highlighted the importance of augmented reality in making customer experiences more enjoyable and interesting. Augmented reality (AR), gives consumers a real-time experience by combining the digital and physical worlds. The utilisation of AR technology expands the boundaries of traditional learning methods, allowing users to explore and interact with their surroundings in a unique way. AR has greatly enhanced product understanding, hence improving the user's enjoyment and efficiency. The main objective of this paper is to introduce the fundamental concepts of AR and give an overview of the research conducted by experts in implementing AR across different sectors. This paper highlights the diverse range of industries or sectors that can benefit from the practicality of augmented reality. Accordingly, the available research is evaluated and secondary data on augmented reality is acquired. In this paper, we consider the industries and sectors that have successfully adopted AR. In the concluding part of the paper, attention is drawn to the limitations pertaining to the design of these systems, the drawbacks in this aspect, and the future possibilities for applying this exceptional technological innovation are endless and exciting.

Keyword- Augmented reality, AR applications, Online shopping, Industry 4.0, Technology

Business Model Innovation for Sustainability: The Contemporary Design

Dr. Bhanu Pratap Singh

ICccR and HRM, University of Jammu

Dr. Shivani Rana

ICccR and HRM, University of Jammu

Purpose

Sustainable business model innovation (SBMI) is a change in the way a firm operates in order to create positive impacts or to reduce negative consequences for the environment and the society. The aim of this paper is to explain what pathways a firm can take when it implements a sustainable business innovation process in line with Sustainable Development Goals (SDGs).

Introduction

Business model innovation is a widely known topic and one of the most recurring keywords in managerial studies. It deals with a new way to do business aiming at prosperity in a dynamic environment through the reconceptualization of the underlying logic behind the value creation, capture and delivery (Richardson, 2008; Teece, 2010). Firms increasingly need to innovate by modifying their business model by initiating changes, improvements and replacements in various organizational elements (Mitchell & Coles, 2003). It is relevant to understand these elements to facilitate the analysis of organizational processes and planning of transformation from one business model to another and to increase the firm's resilience and the probability of success (Geissdoerfer, Vladimirova, & Evans, 2018).

In recent years, a new form of business model innovation (BMI) has occurred by incorporating the sustainability concept into the firm's goals and processes. We define sustainable business model innovation (SBMI) as a change in how a firm operates to create positive impacts or reduce negative consequences for the environment and society. Although there is a broad consensus about the importance of sustainability for firms, the academic studies on how to transform the firm into a sustainable organization remain blurred (Lemus-Aguilar, Morales-Alonso, Ramirez-Portilla & Hidalgo, 2019; Presenza, Messeni Petruzzelli & Natalicchio, 2019). Moreover, the process of implementing a sustainable business model remains unclear. Indeed, the prior scientific research about this topic offers various reviews (i.e. Boons and L udeke-Freund, 2013; Bocken, Short, Rana, & Evans, 2014; Geissdoerfer, Bocken & Hultink, 2016, 2018) or analysis

of a specific type of SBM (i.e. circular economy, collaborative consumption, inclusive growth and targeting low-income consumers).

Design/Methodology/Approach

The article starts with the analysis of the existing literature about BMI and SBMI in order to extrapolate the main elements of these topics. To achieve our goal, we propose a new multidimensional framework that allows researchers to study the changes that occur when a business model moves toward sustainability and to study firms that design and manage this transformation process.

Findings

Thanks to the combined information from academic and non-academic sources, the study proposes a new framework. It is divided into three sectors: value proposition, value capture delivery and value capture according to the main studies about the business model.

Research Limitations/Implications

Regarding theoretical implications, this study contributes to developing a theory of both BMI and sustainable innovation. Indeed, it helps in the understanding of the dynamic vision about how the business model changes in order to incorporate triple sustainability.

Practical Implications

From a practical view, the paper can serve as a guideline for corporate reorganization.

Originality/Value

The framework differs from some recent academic efforts first of all for its theoretical characteristics: BMI construct and not business model concept is the core of the framework. The business model represents the subject of innovation, not its vehicle. Another unique aspect that can be derived from the approach adopted is that it links theoretical with practical sources.

Keywords- Innovation, Sustainable business, Sustainable Development Goals

References

- Bocken, N. M., Short, S. W., Rana, P., & Evans, S. (2014). A literature and practice review to develop sustainable business model archetypes. *Journal of Cleaner Production*, *65*, 42–56.
- Boons, F., & L udeke-Freund, F. (2013). Business models for sustainable innovation: State-of-the-art and steps towards a research agenda. *Journal of Cleaner Production*, *45*, 9–19.
- Geissdoerfer, M., Bocken, N. M. P., & Hultink, E. J. (2016). Design thinking to enhance the sustainable business modelling process. *Journal of Cleaner Production*, *135*, 1218-e1232.

- Geissdoerfer, M., Vladimirova, D., & Evans, S. (2018). Sustainable business model innovation: A review. *Journal of Cleaner Production*, *198*, 401–416.
- Lemus-Aguilar, I., Morales-Alonso, G., Ramirez-Portilla, A., & Hidalgo, A. (2019). Sustainable business models through the lens of organizational design: A systematic literature review. *Sustainability*, *11* (19), 5379.
- Mitchell, D., & Coles, C. (2003). The ultimate competitive advantage of continuing business model innovation. *Journal of Business Strategy*, *24* (5), 15–21.
- Prezenza, A., Messeni Petruzzelli, A., & Natalicchio, A. (2019). Business model innovation for sustainability. Highlights from the tourism and hospitality industry. *Sustainability*, *11*, 2–5.
- Richardson, J. (2008). The business model: An integrative framework for strategy execution. *Strategic Change*, *17* (5-6), 133–144.
- Teece, D. J. (2010). Business models, business strategy and innovation. *Long Range Planning*, *43* (2-3), 172–194.

Exploring Different Research Trends of Cryptocurrency : A Study Using Text Mining and Topic Modeling

Dr. Amrinder Singh

Indian Institute of Management, Sirmaur, India

Identification of Research Gap and Research Problem

The trend among the financial investors to integrate cryptocurrencies, the very first completely digital assets, in their investment portfolio, has increased during the last decade. Even though cryptocurrencies share certain common characteristics with other investment products, they have their own distinct characteristic features, and the behavior of this asset class is currently being studied by the research scholars interested in this domain.

Concise Presentation of Study's Objectives and Summary

Using the text mining approach, this article examines research trends in the field of cryptocurrencies to identify prospective research needs. To narrow down to 10 topics, the abstracts and the indexed keywords of 1387 research publications on crypto currency, blockchain, and Bitcoins published between 2013-2022 were analyzed using the Topic Modelling technique and Latent Dirichlet Allocation (LDA). In order to address a gap in the existing literature, the number of studies that fall under such categories are evaluated.

Explanation of the Research Methodology Employed

All of the procedures fall into two general categories, which are topic creation and interpretation and text preparation. In order to create an organised store of the words [document-term matrix (DTM)], which I can use for additional interpretation, I first gather pertinent research papers on the subject and data clean it with an emphasis on removing redundant items, such as commas, numbers, symbols, spaces, punctuation, etc. In the second phase, I focused on developing and interpreting topics. This is the primary portion of the study, when I used LDA to generate ideas and get crucial knowledge regarding the gaps in the field's current research.

Discussion of the Study's Findings

The findings show a wide range of study trends on various aspects of cryptocurrencies. In the recent years, there have been lots of research and publications on the topics such as cryptocurrency markets, cryptocurrency transactions and use of blockchain in transactions and

security of Bitcoin. In comparison, topics such as use of blockchain in fintech, cryptocurrency regulations, blockchain smart contract protocols and legal issues in cryptocurrency have remained relatively underexplored.

Exploration of the Implications Derived from the Study

After using the LDA, I further analyse the significance of each topic, future directions of individual topics and its popularity among researchers in the discussion section. This variation in the research studies regarding different elements of cryptocurrencies opens up possibilities for a more comprehensive intellectual examination of the topic.

Keywords- Cryptocurrency; Blockchain; Bitcoin; Topic Modelling; Latent Dirichlet Allocation

References

- Aigany, S. (2015). The conceptual principals of Bitcoin crypto currency. *Journal of Computer Science*, 11 (10), 995-999.
- Akhtaruzzaman, M., Sensoy, A., & Corbet, S. (2020). The influence of Bitcoin on portfolio diversification and design. *Finance Research Letters*, 37, 101344.
- Baur, D. G., Hong, K., & Lee, A. D. (2018). Bitcoin: Medium of exchange or speculative assets?. *Journal of International Financial Markets, Institutions and Money*, 54, 177-189.
- Bergé, L. R., Bouveyron, C., Corneli, M., & Latouche, P. (2019). The latent topic block model for the co-clustering of textual interaction data. *Computational Statistics and Data Analysis*, 137, 247–270. <https://doi.org/10.1016/j.csda.2019.03.005>
- Böhme, R., Christin, N., Edelman, B., & Moore, T. (2015). Bitcoin: Economics, technology, and governance. *Journal of Economic Perspectives*, 29 (2), 213-38.
- Cheung, A., Roca, E., & Su, J. J. (2015). Crypto-currency bubbles: an application of the Phillips–Shi–Yu (2013) methodology on Mt. Gox Bitcoin prices. *Applied Economics*, 47 (23), 2348-2358.
- Colon, F., Kim, C., Kim, H., & Kim, W. (2021). The effect of political and economic uncertainty on the cryptocurrency market. *Finance Research Letters*, 39, 101621.
- Conlon, T., & McGee, R. J. (2020). Betting on Bitcoin: Does gambling volume on the blockchain explain Bitcoin price changes?. *Economics Letters*, 191, 108727.
- Corbet, S., Eraslan, V., Lucey, B., & Sensoy, A. (2019). The effectiveness of technical trading rules in cryptocurrency markets. *Finance Research Letters*, 31, 32-37.
- Corbet, S., Lucey, B., Urquhart, A., & Yarovaya, L. (2019). Cryptocurrencies as a financial asset: A systematic analysis. *International Review of Financial Analysis*, 62, 182–199.
- Dai, F., Shi, Y., Meng, N., Wei, L., & Ye, Z. (2017, November). From Bitcoin to cybersecurity: A comparative study of blockchain application and security issues. In 2017 4th *International Conference on Systems and Informatics (ICSAI)* (pp. 975-979). IEEE.

- Demir, E., Gozgor, G., Lau, C. K. M., & Vigne, S. A. (2018). Does economic policy uncertainty predict the Bitcoin returns? An empirical investigation. *Finance Research Letters*, 26, 145-149.
- Dunn, R. T., Jenkins, J. G., & Sheldon, M. D. (2021). Bitcoin and blockchain: Audit implications of the killer Bs. *Issues in Accounting Education*, 36 (1), 43-56.
- Dwyer, G. P. (2015). The economics of Bitcoin and similar private digital currencies. *Journal of Financial Stability*, 17, 81-91.
- Ehrenberg, A. J., & King, J. L. (2020). Blockchain in Context. *Information Systems Frontiers*, 22 (1), 29–35. <https://doi.org/10.1007/s10796-019-09946-6>
- Elendner, H., Trimborn, S., Ong, B., & Lee, T. M. (2018). The cross-section of crypto-currencies as financial assets: Investing in crypto-currencies beyond Bitcoin. In *Handbook of Blockchain, Digital Finance, and Inclusion, Volume 1* (pp. 145-173). Academic Press.
- Fama, E.F. (1965). The behavior of stock-market prices. *Journal of Business*, 38 (1), 34–105.
- Fosso Wamba, S., Kala Kamdjoug, J. R., Epie Bawack, R., & Keogh, J. G. (2020). Bitcoin, Blockchain and Fintech: A systematic review and case studies in the supply chain. *Production Planning & Control*, 31 (2-3), 115-142.
- Fry, J., & Serbera, J. P. (2020). Quantifying the sustainability of Bitcoin and Blockchain. *Journal of Enterprise Information Management*.
- Gozgor, G., Tiwari, A. K., Demir, E., & Akron, S. (2019). The relationship between Bitcoin returns and trade policy uncertainty. *Finance Research Letters*, 29, 75-82.
- Guo, H., Zhang, D., Liu, S., Wang, L., & Ding, Y. (2021). Bitcoin price forecasting: A perspective of underlying blockchain transactions. *Decision Support Systems*, 151, 113650.
- Hao, K., Xin, J., Wang, Z., Yao, Z., & Wang, G. (2022). On efficient top-k transaction path query processing in blockchain database. *Data and Knowledge Engineering*, 141 (October 2021), 102079. <https://doi.org/10.1016/j.datak.2022.102079>
- Hu, Y., Hou, Y. G., Oxley, L., & Corbet, S. (2021). Does blockchain patent-development influence Bitcoin risk?. *Journal of International Financial Markets, Institutions and Money*, 70, 101263.
- Jeyaraj, A., & Zadeh, A. H. (2020). Evolution of information systems research: Insights from topic modeling. *Information and Management*, 57 (4), 103207. <https://doi.org/10.1016/j.im.2019.103207>
- Jiang, S., Li, X., & Wang, S. (2021). Exploring evolution trends in cryptocurrency study: From underlying technology to economic applications. *Finance Research Letters*, 38, 101532.
- Karame, G. (2016, October). On the security and scalability of Bitcoin's blockchain. In *Proceedings of the 2016 ACM SIGSAC Conference on Computer and Communications Security* (pp. 1861-1862).
- Karasik, E., & Kuzmina, A. (2015). Digital money in world economy exemplified by crypto-currency Bitcoin: Principle of functioning and economical analysis of exchange rate's formation. *International Business Management*, 9 (5), 868-876.

- Kher, R., Terjesen, S., & Liu, C. (2021). Blockchain, Bitcoin, and ICOs: A review and research agenda. *Small Business Economics*, 56 (4), 1699-1720.
- Kotha, D., & Mnssvkr Gupta, V. (2020). BlockChain: Properties, application and bit-coin case study. *International Journal of Industrial Engineering and Production Research*, 31 (2), 309-315.
- Le Tran, V., & Leirvik, T. (2020). Efficiency in the markets of crypto-currencies. *Finance Research Letters*, 35, 101382.
- Li, X., & Whinston, A. B. (2020). Analyzingcryptocurrencies. *Information Systems Frontiers*, 22 (1), 17–22. <https://doi.org/10.1007/s10796-019-09966-2>
- Liu, Y., & Tsyvinski, A. (2021). Risks and returns of cryptocurrency. *The Review of Financial Studies*, 34 (6), 2689-2727.

Unlocking the Potential of Digital Payment Systems: A Study Using Text Mining and Topic Modelling

Dr. Amrinder Singh

Indian Institute of Management, Sirmaur, India

Identification of Research Gap and Research Problem

Utilising text mining techniques, this article identifies research needs in the field of digital payments by analysing research patterns. After utilising the Topic Modelling technique and Linear Dirichlet Allocation (LDA) to examine the abstracts and indexed keywords of 703 research publications on digital payment, ten subjects were identified. An appropriate quantity of articles pertaining to those subjects is ascertained in order to fill up the knowledge gap.

Concise Presentation of Study's Objectives and Summary

I used a variety of approaches to look at publishing, citation, collaboration, and methodological trends. Among these tools are the journal's performance analysis, which looks at the impact of individuals, organisations, and countries on research output; identifying and summarising the methods used in articles; and using network analysis to find patterns of collaboration among writers of sustainable digital payments. The study aims to precisely answer the following two research issues. RQ1: Which topic clusters and major topics are present in the articles published in the digital payments systems? RQ2: Which are the main elements that influence an article's popularity?

Explanation of the Research Methodology Employed

All of the procedures fall into two general categories, which are topic creation and interpretation and text preparation. In order to create an organised store of the words [document-term matrix (DTM)], which I can use for additional interpretation, I first gather pertinent research papers on the subject and data clean it with an emphasis on removing redundant items, such as commas, numbers, symbols, spaces, punctuation, etc. In the second phase, I focused on developing and interpreting topics. This is the primary portion of the study, when I used LDA to generate ideas and get crucial knowledge regarding the gaps in the field's current research.

Discussion of the Study's Findings

The results indicate differences in the patterns of study on several facets of digital payments. While certain topics have remained relatively poorly researched, research and publishing in certain areas have increased significantly in recent years. In general, there has been a rising trend in research and publications on digital payments, particularly in recent years. Subjects including "issues and solutions in electronic payments," "current statistical analysis instruments," "digital healthcare," and "safe electronic payment technology" have drawn the attention and rigour of experts in the field. There are, in contrast, less articles on subjects like "cloud-based E-payment system," "security in Electronic payment," "future of online payment technique," and "adoptability of digital payment method."

Exploration of the Implications Derived from the Study

The current analysis outlines ten digital payments literature research areas that have drawn interest from academics. As such, the present work emphasises the key areas as well as points to directions for further investigation. The topics related to digital transformation, e-payment security, and the evolution of digital payments technology may be grouped into three main groups. Moreover, the deficiencies that the study found are more extensive in scope.

Keywords-Sustainable E-payment, Digital Payment, Topic Modelling, Linear Dirichlet Allocation

References

- Donthu, N., Kumar, S., Pandey, N., & Gupta, P. (2021). Forty years of the International Journal of Information Management: A bibliometric analysis. *International Journal of Information Management*, 57, 102307.
- Trivedi, S. K., Vishnu, S., Singh, A., & Yadav, M. (2023). Research Trends in Sustainable E-Payment Systems: A Study Using Topic Modeling Approach. *IEEE Transactions on Engineering Management*.
- Chen, H., Wang, X., Pan, S., & Xiong, F. (2019). Identify topic relations in scientific literature using topic modeling. *IEEE Transactions on Engineering Management*, 68 (5), 1232-1244.
- Arun, R., Suresh, V., Veni Madhavan, C. E., & Narasimha Murthy, M. N. (2010). On finding the natural number of topics with latent dirichlet allocation: Some observations. In *Advances in Knowledge Discovery and Data Mining: 14th Pacific-Asia Conference, PAKDD 2010, Hyderabad, India, June 21-24, 2010. Proceedings. Part I 14* (pp. 391-402). Springer Berlin Heidelberg.

Synergizing Throughput and Entrepreneurial Orientations: Enhancing Healthcare Performance through Interdepartmental Connectivity

Prof. Nikunj Kumar Jain

*Department of Production and Operations Management Institute of Management,
Nagpur, MIHAN, Maharashtra, India*

Prof. Mahesh Gupta

*Department of Management, University of Louisville, Louisville, KY,
United States of America*

Prof. Hardeep Chahal

*Post-Graduate Department of Commerce, University of Jammu,
Jammu and Kashmir State, India*

Research Problem

Throughput orientation (TO) is shown as a key factor influencing business performance, where increasing TO directly enhances performance (Sahi et al. (2017). This perspective is referred as "sufficient conditions" (Dul, 2016). However, in the realm of causality, "necessary conditions" represent a critical logical component, suggesting that performance cannot be achieved without TO (Bokrantz and Dul, 2023). This article delves into the necessity of TO for business performance in healthcare, posing the research question (R1): Is TO essential for financial and non-financial performance in the healthcare sector?

Throughput Orientation (TO), by concentrating on system constraints, lays a foundational role in enhancing operational efficiency and underpinning entrepreneurial efforts. This synergy between TO and EO necessitates a well-integrated relationship, prompting a deeper exploration into whether EO acts as a vital link in enhancing the TO-performance dynamic. Given the distinct management philosophies and operational processes often associated with TO and EO within organizations, it's imperative to establish mechanisms to mitigate potential departmental conflicts and foster collaborative solutions (Carucci, 2018; Yu et al. 2022). This study also probes the significance of inter-departmental connectivity (IC) in bolstering the TO-EO nexus. Therefore, the research questions posed are: Can a firm's EO be a missing link in examining the TO-performance relationship, and does a firm's EO serve as a mechanism to improve the TO-performance relationship? Additionally, the study investigates (R2): How does inter-departmental connectivity impact the TO-EO relationship?

Objectives of the Study

An important message from *The Goal*, a famous business novel illustrating the Theory of Constraints, is that firms need to be entrepreneurial i.e., proactively looking for new markets and introducing new products so that the market demand does not become the constraint. The objective of this study is to validate the impact of Throughput Orientation (TO), rooted in the theory of constraints, on business performance (BP) in healthcare. Importantly, it examines how entrepreneurial orientation (EO) the TO-performance relationship and the moderating role of interdepartmental connectedness.

Research Methodology

Drawing on necessity logic, this study analyzed empirical data from 176 healthcare professionals with a necessary conditions analysis.

Findings of the Study

The findings demonstrate TO's positively effect on performance. Additionally, EO acts as a mediator in the TO-performance dynamic, with interdepartmental connectedness moderating the TO-EO relationship. This research offers insights into integrating operational and entrepreneurial strategies for enhancing healthcare performance.

Limitations and Future Research

The cross-sectional nature of our survey, measuring constructs at a single point in time, suggests a need for longitudinal research to establish cause-effect relationships over time and to explore the impact of TO's dimensions on EO.

Keywords- Throughput orientation; entrepreneurial orientation; connectedness, necessary condition analysis, financial and non-financial performance

References

- Bokrantz, J., & Dul, J. (2023). Building and testing necessity theories in supply chain management. *Journal of Supply Chain Management*, 59 (1), 48-65.
- Carucci, R. (2018). To retain new hires, spend more time onboarding them. *Harvard Business Review*, 1-5.
- Dul, J. (2016). Necessary condition analysis (NCA) logic and methodology of “necessary but not sufficient” causality. *Organizational Research Methods*, 19 (1), 10-52.
- Sahi, G., Gupta, M. C., & Patel, P. C. (2017). A measure of throughput orientation: Scale development and nomological validation. *Decision Sciences*, 48 (3), 420-453.
- Yu, Q., Barnes, B. R., & Ye, Y. (2022). Internal market orientation, interdepartmental relationships and market performance: The pivotal role of employee satisfaction. *European Journal of Marketing*, (ahead-of-print).

Digital Innovation and Transformation: The Digital Economy and its Impact on Indian Economy

Dr. B. Yasodha Jagadeeswari

PG & Research Department of Economics, Holy Cross College (Autonomous), Tiruchirappalli

Abstract

New market expansion potential is anticipated as a result of the digital revolution, often known as The Internet Economy or The Internet of Everything. Nowadays, practically every economic sector has been affected by digitization, which may point to a road towards modernization. The digital economy relies on the application of information networks and platforms, renews factors and resources, and aims at high-quality and sustainable development as an important cornerstone for building a modern economic system. The majority of the economic activities and production processes are impacted by digitalization. The digital economy is founded on new development concepts and driven by emerging technologies. In a time when the digital economy is expanding quickly, its significance is seen in the deep integration with economic and social industries that it has fostered, as well as the ongoing introduction of new technologies, models, and business procedures. This results in the modernization and change of society, business, and industry, which promotes innovation-based, sustainable economic growth.

In this paper, the significance of the digital economy in the contemporary economic system which is manifested in new employment growth, improved production efficiency, and industry-wide synergies is discussed. This paper also discusses numerous obstacles or challenges to the program's execution, as well as future opportunities that might help India become the country of choice for digital activity.

Keywords- Digital revolution, Digital Economy, Information and Communication Technology, Economic activity, Devolvement, Opportunities Challenges.

Covid-19 and its Impact on The Growth of E-Commerce in India

Dr. Shilpa Gupta

Department of Economics, Udhampur Campus, University of Jammu, J & K, India

Ms. Palak Gupta

Chandigarh University, Chandigarh, India

Introduction

In the present time shopping through online mode has become a trend both in the developed and developing countries including India, which enables the customers to do shopping according to their convenience. The sudden wave of Covid -19 has also impacted the e-commerce positively. This pandemic has made people more online reliable rather than going out for shopping from physical stores. This clearly shows that this leads to the rapid increase in those different firms which are now collaborating with internet companies, and have started the service of door – door delivery, etc. have chosen e-commerce platforms for the expansion of their business (15th July, 2018). Not only this but also various social media platforms like Facebook have made investment in the platform like Jio. E-commerce will provide the online solution to nearly sixty million small and micro enterprises, one hundred twenty million farmers & thirty million businesses in the unorganized sector. Such collaboration has affected the online business in India.

Objectives

1. To ensures and estimates the growing trend of e-commerce in India.
2. To calculate the overall impact of the pandemic of Coronavirus on the Indian economy and
3. To understand the role of smartphones and internet penetration in boosting e-commerce.

Conclusion

This paper has analysed the and estimates the growing trend of e-commerce in India, estimate the overall impact of the pandemic on the Indian economy and also studied and understand the role of smartphones and internet penetration in boosting e-commerce. It has been concluded that growth of e-commerce especially in post pandemic period has open the opportunities for many e-commerce services to grow rapidly by further understanding the new emerging requirements of the customers.

Keywords- E-commerce and covid-19, Indian economy, Internet, Online shopping, Retail e-commerce sales, smartphones.

Understanding and predicting the determinants of Cryptocurrency Adoption: A Systematic Literature Review and Bibliometric Analysis

Mr. Nikhil Khajuria

Mittal School of Business, Lovely Professional University Punjab

Prof. Suresh Kumar Kashyap

Mittal School of Business, Lovely Professional University Punjab

Abstract

The rate of acceptance of cryptocurrencies has surged, and the market has expanded significantly. Cryptocurrency use is not uniformly adopted by enterprises, industries, or nations. Different factors influence the adoption of cryptocurrencies. There have not been enough literature investigating the adoption and acceptance of the cryptocurrency by users. The purpose of study is to perform a systematic literature review and bibliometric analysis on the factors influencing the adoption of cryptocurrencies. This study seeks to close the gap in the existing literature by examining the present degree of cryptocurrency adoption factors, offering an in-depth analysis of these aspects, and outlining certain challenges associated with cryptocurrency adoption. This research carries out a bibliometric analysis of 139 research documents. The Web of Science database is used to gather and refine the data. The data analysis is based on a hybrid literature review methodology that combines a descriptive bibliometric approach, data visualization (using the VOSViewer program), and literature review. The paper suggests that the technology acceptance, personal innovativeness, privacy and security, and payment method are the major factors influencing adoption decision. It is believed that specialized disciplines of study on this subject are just now starting to take shape, and implications are examined.

Keywords- Cryptocurrency, Blockchain, Technology adoption, Systematic Literature Review (SLR), Bibliometric analysis

References

Abbasi, G. A., Tiew, L. Y., Tang, J., Goh, Y. N., & Thurasamy, R. (2021). The adoption of cryptocurrency as a disruptive force: Deep learning-based dual stage structural equation modelling and artificial neural network analysis. *Plos one*, *16* (3), e0247582..

-
- Alharbi, A., & Sohaib, O. (2021). Technology readiness and cryptocurrency adoption: PLS-SEM and deep learning neural network analysis. *IEEE access*, 9, 21388-21394.
- Alkhowaiter, W. A. (2020). Digital payment and banking adoption research in Gulf countries: A systematic literature review. *International Journal of Information Management*, 53, 102102.
- Angerer, M., Hoffmann, C. H., Neitzert, F., & Kraus, S. (2021). Objective and subjective risks of investing into cryptocurrencies. *Finance Research Letters*, 40, 101737.



Theme 2: Sustainable Business Practices

The global economy is witnessing an unprecedented transformation and organizations nationwide are facing challenges in matching the operational efficiency with the sustainable development goals. Scarcity of resources has put immense pressure on the supply chains across the nation leading to unequal distribution of resources and massive societal challenges. In the present time, the need for sustainable development is not only for the survival of mankind but also for the future sustenance of the business organizations. It is imperative therefore, to make efficient and effective use of strategy, skills, and innovation for achieving sustainable development of businesses and for encouraging people to collectively develop and implement sustainable innovative actions to achieve sustainable development goals. Governments worldwide have formulated and implemented sustainable development strategies. The Indian government is also focused on making collaborative efforts to promote sustainable development. So, it is of utmost significance to have the strategic skill for encouraging people to collectively develop and implement innovative actions that promote sustainable development.

Sustainable Investing: Covid-19 and Investor's Behavior

Prof. (Dr.) Tarika Singh Sikarwar

Prestige Institute of Management & Research Gwalior

Ms. Nidhi Jain

Prestige Institute of Management & Research Gwalior

Abstract

Our society and financial markets have suffered during COVID-19 pandemic, and countries took part in a historic global economic, social, and psychological experiment known as the lockdown (Shang, Y., Li, H., & Zhang, R. 2021). The study is done with the objective to find retail Investor's sustainable investing behavior post covid-19. The study concluded with six factors determining the Sustainable investing behavior of individuals, namely: Environmental-Friendly Behavior, Long Term Sustainable Returns, Long Term Trustable Investment with Diversification, Investment Awareness, Balanced Risk, and Future Return Expectation.

Keywords- Sustainable Investing, Sustainable Returns, Risk, Return, Covid-19

Reference

Shang, Y., Li, H., & Zhang, R. (2021). Effects of pandemic outbreak on economies: evidence from business history context. *Frontiers in Public Health*, 9, 146.

A Study on Impulsive Buying Behaviour of Consumers During Festive Season Sales

Mr. Guru Daaman Shrivastava

Department of Commerce, Dr. Harisingh Gour Vishwavidyalaya, Sagar, M.P.

Dr. Shalini Choithrani

Department of Commerce, Dr. Harisingh Gour Vishwavidyalaya, Sagar, M.P.

Introduction

India is a country of festivals, and brands are well aware of this fact. Many online shopping brands like Flipkart, Amazon, Myntra, etc., use this power of festive values to boost their sales. One aspect of consumer behaviour mind-set that may come into action during such kind of sales is the impulsive buying tendency of consumers that tempts them to buy products without giving much or any forethought or planning. Such unplanned and non-rationalised purchase decisions can be caused due to factors like pleasure seeking tendency, lack of self-control, addictive traits, information overload, etc. The online festive season sales, because of their attractive offers and the overall festive experience may trigger the impulsive buying as consumers in India have a tendency to shop more during festivals. This study thus aims to understand the impact of such online festive sales in the impulsive buying behaviour of the consumers.

Impulsive Buying behaviour

Impulsive buying behaviour is the tendency of individuals to buy products without considering the consequences of their purchase. Mostly, a consumer indulges in impulsive buying because of the instant gratification he experiences by possessing the commodity. Rook and Fisher (1995) define impulsive buying as “a consumer's tendency to buy spontaneously, unreflectively immediately, and kinetically”. However, an individual tries to avoid such acts of impulsive buying to avoid projecting and immature image and thus many researchers are of an opinion that the concept of impulsive buying has more dimension to it than it is portrayed in the earlier definitions (Hausman, 2000). Many studies have covered the impact of buying impulses on the consumer buying behaviour. Concepts that are identical to impulsive buying traits like compulsive buying, variety seeking have also been studied adjacent to the concept of impulsive buying behaviour to better conceptualise and interconnect these dimensions of consumer behaviour (Sharma et al., 2010). Some studies have also associated impulsive buying with other commonly discussed aspects of human behaviour like anxiety and escapism, elaborating the nature of impulsive buying even further (Darrat et al., 2016). The research that is available

concerning the impulsive buying behaviour of consumers can be used by brands to tap into the subconscious of consumers and make them buy their products or services impulsively. Brands have been using psychological methods derived from these researches to sell their offerings. An example of brands using the impulses of their consumer can be observed at the supermarket where products are displayed in a manner that even consumers who have not planned to buy them ends up realising the want of products at the display. The aim of this study is to point out the effect of impulsive buying on the buying behaviour of consumer at the time of festive season sales.

Festive Season Sales in India

India is a country of many cultures condensed into one nation. With various cultures also comes their festivals and celebrations. Festivals play a very prominent role in India as it allows various cultures to come together and celebrate their integrity as a nation. The disposable income of households in India is forecasted to rise to 3.4 trillion USD in 2023 from 2.76 trillion USD as of 2022 (Statista, 2023). This clearly shows the inclination of Indian consumers towards spending more on consumer goods supported by monetary backing to do the same. This provides an opportunity for brands to take benefit by setting up an environment favorable enough to make consumer purchase their products and services. The nature of Indian festival makes buyers spend more than usual because of the occasion. Brand like Amazon and Flipkart benefits from such occasions by their seasonal festive sales by the name of Great Indian Shopping festival and Big Billion Days (2019). However, it is yet to be tested that whether there is an increase in purchases during such time of sales and that too because of the impulsive buying behavior of consumers. This paper tries to assess the impact of impulsive buying behavior on the buying behavior of consumer during the time of such festive season sales. When it comes to marketing strategy, there is no one size fits all approach that can be applied by the brands on every terrain. In today's environment where the customer is well aware and demands more from brand than ever, marketers need to come up with strategies tailored specifically for targeting different markets. In addition, with rising competition due to increase players in almost every market, brands are left with no choice but to stress on convincing customers to purchase their products instead of their competitors'.

Research Methodology

This paper is based on primary data concerning the consumer shopping preferences during festive season sales and the associated impulsive buying behaviour. The data is collected from 70 respondents through well-structured questionnaire focusing on assessing the factors affecting impulsive buying behaviour of individuals during festive season sales. Likert scale of five and three points are used to record the responses of the respondents. Convenience sampling is used for

collecting sample of the respondents. Percentage analysis is carried out to analyse the inclination of consumers and their impulsive behaviour towards certain shopping stimulus is studied.

Findings

The findings derived from the data collected, reveals that most of the respondents prefer Amazon as their first choice of online shopping website followed by Flipkart. In addition, the majority of the respondents are moderated users of online shopping websites. Even after the promotion and feasibility of cashless payments, majority of the respondents chose cash on delivery as their preferred mode of payment while carrying out online shopping followed by UPI as the second most preferred option for payment. It was found that mobile phones are highly preferred by the consumers for shopping products online, and that too, by a very large proportion. A moderate number of respondents prefer to shop online during festive season sales. The attractive offers and discounts provided by online shopping websites during the festive sales was identified as the major reason that attracts consumers and convinces them to make purchase decision. Respondents often find that they get value for money on products after making the decision of buying products online. Most of the individuals surveyed do not find themselves over spending during such festive season sales. According to the respondents, sometimes, they have the tendency to purchase products or services that they do not use afterwards. Majority of the respondents claim that sometimes people around them influence their purchase decision-based on the overall responses, it is evident that the Indian consumer is unaffected by the sudden impulse that arises while online shopping during festive seasons. The conservative mind-set of the Indian society might be the reason behind their rational purchase decision making and resistance towards impulsive buying behaviour. However, more studies are required to be carried out to strengthen the validity of the above statement.

Keywords- Brands, Festive Season, Buying Behaviour, Purchase Decisions

References

- Rook, D. W., & Fisher, R. J. (1995). Normative influences on impulsive buying behavior. *Journal of Consumer Research*, 22 (3), 305. <https://doi.org/10.1086/209452>
- Hausman, A. (2000). A multi-method investigation of consumer motivations in impulse buying behavior. *Journal of Consumer Marketing*, 17 (5), 403–426. <https://doi.org/10.1108/07363760010341045>
- Vt, S. (2019). Factors which influence On-Line buying behavior during Festive season. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3414308

Fintech Fusion: Unpacking UTAUT and TTF Dynamics for Enhanced Financial Inclusion and Wellbeing in a Digital Age

Bhanu Priya

Department of Commerce, University of Jammu

Abstract

This empirical paper investigates the role of Financial Technology (Fintech) in fostering financial inclusion and enhancing financial wellbeing. Employing the Unified Theory of Acceptance and Use of Technology (UTAUT) and Task-Technology Fit (TTF) as independent variables, the study aims to understand the mechanisms through which Fintech adoption contributes to inclusive financial practices and overall financial health.

The research employs a mixed-methods approach, combining quantitative survey data and qualitative insights to gain a comprehensive understanding of the intricate relationships among Fintech usage, UTAUT factors (performance expectancy, effort expectancy, social influence, and facilitating conditions), TTF, financial inclusion, and financial wellbeing. A diverse sample is drawn from various demographic groups and socioeconomic backgrounds providing a nuanced perspective on the impact of Fintech on different segments of the population. Data was collected using the purposive sampling model. The proposed conceptual model was tested using Smart PLS on a valid 357 responses collected from the consumers of financial technologies services. The findings of this study contribute to the existing literature by offering empirical evidence on the multifaceted connections between Fintech, UTAUT 2 constructs, TTF, financial inclusion, and financial wellbeing. The findings revealed that all the factors such as (Performance expectancy, effort expectancy, Performance expectancy, Effort expectancy, Social Influence, facilitating conditions, Hedonic motivation, price, habit as well as Task technology fit) have a positive impact on the behavior intention of consumers to adopt financial technologies. Besides this, financial self-efficacy, as well as technological self-efficacy, also affects the behavior intention to adopt financial technologies. The results have also shown that the adoption of financial technologies has a positive impact on financial inclusion and the financial well-being of consumers. The results not only shed light on the factors influencing the adoption of Fintech services but also highlight the implications of such adoption on individuals' access to financial services and their overall financial health. This research provides valuable insights for

policymakers, financial institutions, and Fintech developers aiming to promote financial inclusion and improve financial well-being. Understanding the dynamics of Fintech adoption through the lens of UTAUT and TTF offers actionable recommendations for fostering a more inclusive and financially resilient society.

Keywords- Financial Health, Financial Technology (Fintech), Task-Technology Fit (TTF), Unified Theory of Acceptance and Use of Technology (UTAUT)

A Study on Consumer Attitude and Purchase Intentions of Organic Cosmetic Products for Sustainable Business

Dr. Rajan Sharma

Institute of Management Studies, Kurukshetra, University, Kurukshetra

Mr. Vikram

University School of Management, Kurukshetra, University, Kurukshetra

Abstract

Consumers behavior is changing at a rapid pace in the cosmetics and personal care sector, with product that boost appearance while also adhering to sustainable and ethical standards in high demand. The rising appeal of organic cosmetics is one significant aspect of this shift. Buyers are becoming more interested in commodities with natural and eco-friendly components as they become more conscious of the effects their beauty decisions have on the environment and their health. Considering the present shift in the cosmetic sector, it is imperative for marketer to comprehend the behavior of consumers.

This paper attempts to explore the effect of environmental consciousness, health consciousness, level of awareness, price consciousness and availability on attitude of female consumers towards organic cosmetics in state of Haryana. This paper also investigates the relationship between attitude and intention towards buying organic cosmetics. The study also assessed the variables influencing women's decisions to purchase organic beauty products using Ajzen's Theory of Planned Behavior (1991).

A standardized questionnaire of 256 respondents belonging to different cities of Haryana was collected and analyzed through Structural Equation Modelling (Smart PLS). This study attempts to offer a comprehensive and advanced view on the dynamics of attitude and purchase intention through the use of SEM, facilitating a deeper comprehension of the variables influencing female customers' adoption of organic cosmetics.

The findings of the study revealed that environmental consciousness, health consciousness, price consciousness has a significant impact on attitude whereas level of awareness and availability lead to favorable attitude towards organic cosmetics. The mediating effects of attitude was explored to provide an in-depth comprehension of the consumer decisions. Favorable attitude emerged as a significant and positive predictor of buying intention of organic cosmetic

consumers. The study tries to contribute to the growing body of knowledge about consumer behavior in the cosmetics sector and has implications for marketers, policymakers, and other industry players. Through campaigns, ads, and public relations, they should use an integrated marketing communication approach to enlighten and educate the consumer. Marketers can improve product positioning and long-term brand loyalty in the competitive beauty industry by matching marketing strategies with the factors that influence attitudes and customer preferences.

Keywords- Attitude, Haryana, Organic cosmetics, Purchase Intention, SEM, Theory of Planned Behavior

References

- Boon, L. K., Fern, Y. S., & Chee, L. H. (2020). Generation Y's purchase intention towards natural skincare products: A PLS-SEM Analysis. *Global Business and Management Research: An International Journal*, 12 (1), 61–77.
- Cao, Y. (2023). "Green Products": A review with the consumer buying process framework. *Journal of Environmental Management and Tourism*, 14 (1), 52–66. [https://doi.org/10.14505/jemt.v13.1\(65\).06](https://doi.org/10.14505/jemt.v13.1(65).06)
- Cheng, S.-J., Jia, H.-X., Philip Pong Weng, W., & Wang, L. (2023). Factors influencing consumers' purchase intention on organic foods via a theory of planned behaviour approach. *Journal of Tourism, Culinary and Entrepreneurship (Jtce)*, 3 (1), 98–116. <https://doi.org/10.37715/jtce.v3i1.3681>
- Kumudhini, N., & Kumaran, S. S. (2021). Factors Influencing on purchase intention towards organic and natural cosmetics. *SSRN Electronic Journal*, 581–595. <https://doi.org/10.2139/ssrn.3862925>
- Manuere, H. T., Chikazhe, L., & Manyeruke, J. (2022). Theoretical models of consumer behaviour: A literature review. *International Journal of Education Humanities and Social Science*, 05 (02), 105–112. <https://doi.org/10.54922/ijehss.2022.0368>
- Maria, K. (2011). *Attitudes and intention toward organic cosmetics in Greece: an exploratory study*. October, 1–65. https://repository.ihu.edu.gr/xmlui/bitstream/handle/11544/331/dissertationmaria_kapogianni.pdf?sequence=1
- Meloviæ, B., Ciroviæ, D., Backovic-Vuliæ, T., Dudiæ, B., & Gubinova, K. (2020). Attracting green consumers as a basis for creating sustainable marketing strategy on the organic market-relevance for sustainable agriculture business development. *Foods*, 9 (11), 1–25. <https://doi.org/10.3390/foods9111552>

HR Analytics for Sustainable Business

Ms. Deeksha Sethi

School of Management Studies, Indira Gandhi National Open University, New Delhi

Dr. Gurpreet Randhawa

University Business School, Guru Nanak Dev University, Amritsar, Punjab

Backdrop

With the changing business landscape across the globe, in order to endure and advance sustainable business, every department in the organization must strive hard to effectively make use of the available datasets for the upliftment of the organization and society at large. The era of data-driven decision-making has changed the dynamics of human resource management. Technology's incorporation into HR practices and procedures enables evidence-based decision-making for optimal utilization of resources. Thus, ensuring a sustainable business environment through pursuance of business without negatively impacting the environment, community, or society as a whole. Apart from minimizing the impact of global problems, sustainability can promote corporate success too. Environmental, social, and governance (ESG) measures are being used by many investors to assess the sustainability and ethical impact of a company. Investors pay attention to things including a company's water use, board diversity, community development initiatives, and carbon footprint (Spiliakos, 2018).

Businesses will surely have a competitive edge if they adopt sustainable business practices more quickly and successfully than their competitors. Reducing waste boosts profitability, and companies must adapt to a world where meeting emission regulations is a requirement for doing business. We need the vast majority of large firms to include sustainability in their corporate strategy in order to achieve societal sustainability (Watson et al., 2008). According to Jackson (2009) investment in assets, employment, and infrastructure becomes evident as a crucial element of a new ecological macroeconomics, as well as a crucial part of the economic recovery.

Research Gap

An organization's vision, mission, and long-term objectives are the main considerations in strategic business decisions. Organizational effectiveness can be increased by using HR analytics to assist in making strategic business choices. Adjustments in HRM practices and procedures that can improve operational effectiveness can be determined through analytical insights. According to Carlson and Kavanagh (2012), HR managers must first determine which processes can achieve organizational goals at the highest levels of detail, and then they must figure out how to

maximize the effectiveness and efficiency of putting those processes into place inside the organization. However, the previous literature fails to acknowledge the strategic integration of sustainable business practices with HRA-based decision-making along with the challenges to the strategic integration of sustainable business practices with HRA-based decision-making.

Research Methodology

The present paper is conceptual in nature. This paper uses human resource analytics to highlight the HR department's contribution to sustainable business practices by conducting a systematic review of several reliable and accessible sources of literature. Finding, evaluating, analyzing, and synthesizing the data from previous studies is the main aim. The study examines the relationship between HR analytics and sustainable business practices, defines it, and evaluates it in various contexts using data from various submissions. In order to help organizations create practical and successful strategic plans that support long-term business, the role of HR analytics is crucial.

Overview of Findings

HR analytics makes it possible to measure, assess, and regulate human behavior- all of which are essential for enhancing workforce productivity (Momin & Mishra, 2016; Nienaber & Sewdass, 2016). Throughout the recruitment and selection process, HR analytics can assist in identifying the range of possible actions that could raise candidates' environmental awareness. It is also possible to evaluate their potential future impact on organizational performance (e.g., return on investment). Organizations can take environmental concerns into account when assessing training needs in sustainable training programs. During their employment, staff members may participate in environmental awareness training. Offering compensation to staff members who embrace environmentally friendly practices at work is another crucial practice.

Implications

Organizations that practice sustainable talent management choose applicants who are knowledgeable about environmental issues to fill open positions through recruitment and selection processes. Additionally, employment postings may specify environmental commitment standards, and the messaging employed may highlight the company's environmental initiatives. During the interview process, questions about the environment may be asked of job candidates (Obeidat & Abdalla, 2022). The HR department can create customized, sustainable training programs for new hires using dashboards based on analytics. The ROI on the training and development of employees can be determined using dashboards. Under sustainable performance management, employees receive feedback from their managers regarding environmental goals, and relevant criteria are integrated into the performance appraisal system, accordingly, workers who accomplish environmental goals and take innovative environmental initiatives may be compensated financially.

Conclusion

In the current scenario, HRM practices are insufficient in themselves to deliver the holistic changes necessary to achieve a sustainable business environment. The degree of efficacy and efficiency of the implemented sustainable business practices in the HR department can be assessed using HR analytics. Organizations may specifically have policies to raise the proportion of environmentally conscious employees. In this situation, HR analytics can assist in determining the range of possible actions that could raise employees' awareness of environmental issues throughout the recruitment, training, performance appraisal, and compensation processes. Their potential effects on organizational performance can also be evaluated. Big data analytics is necessary to strengthen the relationship between strategic HRM and sustainable business performance. Making an informed decision about the kind of strategic HRM practices that should be used to accomplish environmental goals is made easier with the use of HR analytics.

Keywords- Decision Making, HRM Practices, Sustainable Business

References

- Carlson, K. D., & Kavanagh, M. J. (2011). HR metrics and workforce analytics. *Human Resource Information Systems: Basics, Applications, and Future Directions*, 150.
- Jackson, T. (2009). *Prosperity without growth: Economics for a finite planet*. Routledge.
- Momin, W. Y. M., & Mishra, K. (2016). HR analytics: Re-inventing human resource management. *International Journal of Applied Research*, 2 (5), 785-790
- Obeidat, S. M., & Abdalla, S. O. (2022). Achieving Sustainable Development Through Green HRM: The Role of HR Analytics. In *Sustainable Development Through Data Analytics and Innovation: Techniques, Processes, Models, Tools, and Practices* (pp. 151-169). Cham: Springer International Publishing.
- Spiliakos, A. (2018). What does sustainability mean in business? Business insights. HBS online, Harvard Business School. <https://online.hbs.edu/blog/post/what-is-sustainability-in-business>
- Watson, R. T., Boudreau, M. C., Chen, A., & Huber, M. (2008). Green IS: Building sustainable business practices. *Information systems*, 17.

Synergizing Agri-Business and Agri-Tourism: A Sustainable Approach to Agricultural Marketing

Dr. Mahesh Kaul

*Division of Agricultural Economics and Agri Business Management (ABM) at
Sher-e-Kashmir University of Agricultural Sciences and Technology (SKUAST),
Main Campus, Chatha, Jammu*

Ms. Jyoti Bahl

Government Degree College (Boys), Udampur

Abstract

This paper delves into the dynamic intersection of agri-business and agri-tourism, exploring the potential for a sustainable approach to agricultural marketing. With agriculture facing multifaceted challenges, including environmental concerns, economic uncertainties, and shifting consumer preferences, there is a growing need to reimagine traditional models of agricultural production and marketing. This study investigates the synergies between agri-business and agri-tourism, seeking to develop a holistic framework that not only enhances economic viability for farmers but also promotes sustainability across the agricultural value chain.

Commencing with an insightful overview of the current landscape of agri-business and agri-tourism, this paper identifies key trends, challenges, and opportunities in both sectors. It critically examines the potential benefits of integrating these two domains, emphasizing the role of sustainable practices in mitigating risks and ensuring the long-term success of agricultural enterprises. Drawing on diverse case studies from global contexts, the research showcases successful models of synergy between agri-business and agri-tourism, highlighting best practices that can be adapted to various agricultural settings.

A pivotal aspect of this research involves the exploration of innovative and sustainable agricultural marketing strategies within the context of agri-business and agri-tourism collaboration. The study delves into approaches that deepen the connection between producers and consumers, leveraging the unique selling points of agricultural products and experiences. Additionally, it investigates the transformative potential of technology in enhancing marketing efforts, from digital platforms facilitating direct farmer-consumer relationships to the integration of data analytics for informed decision-making and market intelligence.

This paper proposes a holistic, sustainable approach that creates a symbiotic relationship, benefiting farmers, local communities, and the environment. By fostering a deeper connection

between producers and consumers through agri-tourism experiences, and by implementing environmentally conscious agri-business practices, this framework seeks to contribute to the broader goal of building a resilient and sustainable future for agriculture.

A critical aspect of this research is the examination of sustainable agricultural marketing strategies within the context of agri-business and agri-tourism collaboration. The paper explores innovative approaches to reach and engage consumers, leveraging the unique selling points of agricultural products and experiences. Furthermore, it investigates the role of technology in enhancing marketing efforts, from digital platforms that connect farmers directly with consumers to the use of data analytics for informed decision-making.

The proposed sustainable approach aims to create a win-win situation, benefiting farmers, local communities, and the environment. By fostering a deeper connection between producers and consumers through agri-tourism experiences, and implementing environmentally conscious agri-business practices, this framework seeks to contribute to the broader goal of building a resilient and sustainable future for agriculture.

In conclusion, this paper advocates for the integration of agri-business and agri-tourism as a strategic pathway to sustainable agricultural marketing. By embracing this holistic approach, stakeholders in the agricultural sector can not only navigate the challenges of the present but also lay the groundwork for a more sustainable and prosperous future.

Keywords- Agri-business, Agricultural Marketing, Agri-tourism

Impact of Capital Structure on Financial and Social Performance of Indian MFIs: A Bibliometric Analysis and Systematic Literature Review

Ms. Saloni Dhiman

University Business School Panjab University Chandigarh

Prof. Gunmala Suri

University Business School Panjab University Chandigarh

Dr. Rupinder Bir Kaur

University Business School Panjab University Chandigarh

Research Gap

The proliferation of microfinance institutions (MFIs) in India continues to rise, yet a considerable segment of the population remains financially excluded. A key hindrance faced by MFIs in broadening their outreach pertains to funding limitations, which concurrently impact the financial sustainability of these institutions. Consequently, comprehending the capital structure adopted by MFIs assumes paramount significance. An area that remains underexplored is the examination of how the capital structure influences the social and financial performance of Non-Banking Financial Company (NBFC)-MFIs in India. This study fills a notable gap in the existing literature by shedding light on the repercussions of capital structure choices on the financial and social performance of Indian MFIs.

Objectives of the Study

The primary objective is to examine the relationship between the chosen capital structure and the financial as well as social dimensions of NBFC-MFIs in India. This study aims to elucidate how the capital structure decisions impact the achievement of these institutions' dual goals.

Research Methodology

The research utilizes Regression Analysis applied to a panel dataset encompassing 25 non-banking finance companies (NBFCs)-MFIs from 2012–2013 to 2021–2022.

Findings of the Study

The analysis exposes a notable trend among Indian MFIs, revealing the impact of leverage on MFI's performance. Furthermore, the study identifies a causal relationship between the adopted capital structure and the financial and social performance metrics.

Implications and Conclusion

The findings underscore the critical role played by the capital structure in shaping the performance trajectory of MFIs, particularly within the context of their dual objectives of social outreach and financial sustainability.

Limitations and Future Research

Limitations of this study encompass its exclusive focus on Indian NBFC-MFIs and the restricted time frame. Future research endeavours should consider widening the geographical scope and extending the temporal range to enhance the generalizability of the findings

Keywords-Microfinance Institutions, Capital Structure, Financial Performance, Social Performance, Sustainability.

References

- Ahmed, I., Ibrahim, Y. and Minai, M. S. (2018). Capital Structure and Outreach Nexus of Microfinance Institutions: New Evidences from the Society of Muslim Economies. *Available at SSRN: 3278443*.
- Beg, K. (2016). Determinants of financial self-sufficiency of Andhra Pradesh microfinance institutions. *Journal of Business and Financial Affairs, 5*, 209. DOI: 10.4172/2167-0234.1000209.
- Chauhan, S. (2022). Factors affecting social and financial efficiency of MFIs: DEA and Tobit approach. *Asia-Pacific Journal of Management Research and Innovation, 18* (1-2), 48-59.
- Chauhan, S., Kumar, C. V. R. S. V. and Verma, A. (2020). Capital structure and performance of Indian microfinance institutions. *The IUP Journal of Applied Finance, 26* (4).
- Nisa, C., & Chalid, D. A. (2022). Impact of competition on microfinance institutions: Bibliometric analysis and systematic literature review. *Heliyon, 8* (10).
- Nogueira, S., Duarte, F. & Gama, A.P. (2020). Microfinance: Where are we and where are we going? *Development Practices, 30* (7), 874–889.

Prioritizing and Understanding the adoption of Climate Smart Agriculture Practices– A Structural Equation Modelling Approach

Mr. Amanjot Singh Syan

University Business School, Guru Nanak Dev University, Amritsar, Punjab

Prof. Rishi Raj Sharma

*Department of Commerce and Business Management,
Guru Nanak Dev University RC Gurdaspur, Punjab*

Mr. Jivanjot Singh

University Business School, Guru Nanak Dev University, Amritsar, Punjab

Research Problem

Smart practices and use of innovative technology are of paramount importance in improving agricultural productivity and economic growth, and moreover it is beneficial for environmental health too (Festus et al., 2018; Adebayo et al., 2018; Marennya and Barrett, 2007). Currently, there is a focus on the agricultural domain as the demand for food is increasing sharply, exerting more pressure on both the production and supply sides (Roxana et al., 2018; FAO, 2014; Wezelet et al., 2014). As a result, this increased pressure on agricultural production systems is having negative effects on the health of the environment. Farmers make imprudent and extreme use of pesticides/chemicals in agriculture to match the demand for food grains, which compromises the health of environment and of those who consume these agricultural products (Veisi and Toulabi, 2012). Thus, climate smart agricultural practices (CSA) are becoming the need of hour as they focus on improving the food security, building resilience and mitigation simultaneously.

These practices include efficient resource management, adoption of local and improved seed varieties, integration of traditional and modern skill-sets, diminishing use of agro-chemicals and maintenance of soil quality through sustainable use of bio resources (Koohafkan et al., 2012; Rao et al., 2018). Despite the benefits of CSA, its adoption has remained very low. Previously, the reason for the low adoption has been attributed to various demographic, socio-economic and psychographic factors (Adebayo 2018). Furthermore, the existing empirical frameworks have highlighted little variability in adoptive decisions and hence the outcomes of various studies concerning the adoption of CSA's are nearly identical. It has also been argued that the research progress using the previous models is exhausted and new and specific factors need to be included

in order to cover the existing lacuna. In the meantime, there remains a lack of knowledge in understanding why farmers are reluctant to adopt CSA.

Objectives of the Study

This current study aims to understand the factors affecting the adoption of CSA among Indian paddy farmers. The objectives of the paper are two-fold. We first prioritize the sustainable practices adopted by farmers by using a participatory assessment technique. Secondly, antecedents which affect the adoption of these sustainable practices are identified and analysed.

Research Methodology

Measurement and Description of the Study Area

This study was conducted in the Indian-state of Punjab. Punjab is a state in Northern India where the majority of the population is engaged in agriculture. Thus, Punjab is a suitable geographic setting. The study location is partitioned into three distinct regions, specifically Majha, Malwa, and Doaba. The sample was obtained through convenience sampling from all three regions of Punjab state. The state experiences two primary farming seasons, namely Kharif and Rabi. Historically, Punjab has primarily been an area where wheat cultivation has been prominent. The cultivation of rice as a commercial commodity gained significant momentum in the cropping pattern starting from the mid-1970s, resulting in a significant impact on agriculture in Punjab. The cultivation of rice has expanded by a factor of ten over the past five decades, resulting in the replacement of crops such as cotton, kharif pulses, maize, jowar, Bajra, and kharif oilseeds. The proportion of rice farms in the total cultivated area increased from 6.87% in 1970-71 to 33.15% in 2007-08, and further rose to approximately 36.30% in 2013-14. Therefore, this study especially targets paddy growers, as it is the predominant crop cultivated in the study area.

Data Collection

The questionnaire utilised in the present study was originally prepared in the English language. Subsequently, upon completing the instrument, it was translated into Punjabi, the native language of Punjab, which is the language employed by professionals. To assure convergence equivalence, a back translation technique was utilised to identify any differences that may have occurred throughout the translation process (Brislin, 1970). The data gathering took place from September 2019 to March 2020. The replies were recorded using a five-point Likert scale, with options ranging from strongly disagree (1) to strongly agree (5). The statements used to measure the answers were derived from existing scales and were slightly modified (see table 1). 850 questionnaires were issued to a sample of respondents, and 756 were returned, resulting in a

response rate of 88.9%. Ultimately, 695 questionnaires were included in the subsequent analysis, while the remaining 53 were excluded from the sample due to a significant number of unanswered questions. The presence of non-response bias was assessed by utilising the Kolmogorov-Smirnov (K-S) test on two distinct sets of gathered data, specifically the early and late responders. Both groups' distributions were analysed, and no statistically significant disparity was detected (Ryans, 1974). Therefore, the result indicates that there is no non-response bias present in the gathered data.

Participatory Assessment Analysis

A participatory approach was used to prioritize various climate smart agriculture practices based upon the three pillars of sustainability, namely people, process and planet. The process included two steps. In the first step, a pool of all the sustainable practices was created pertaining to paddy farmers, upon which qualitative analysis was performed. In total, 12 climate smart agriculture practices were identified in all the regions, namely Majha, Malwa, and Doaba. In the second step, participatory assessment was conducted through a proportional piling method of scoring of 150 farmers selected based on convenience in which each region was allocated 50 farmers (Catley et al., 2014). Placards were shown to farmers and the names of all the practices taken into account were mentioned. Each participant received 100 seeds and farmers were asked to pile up the seeds on the respective placards, with the largest number of seeds assigned to the most important practice and smallest number of seeds for the least important.

Findings

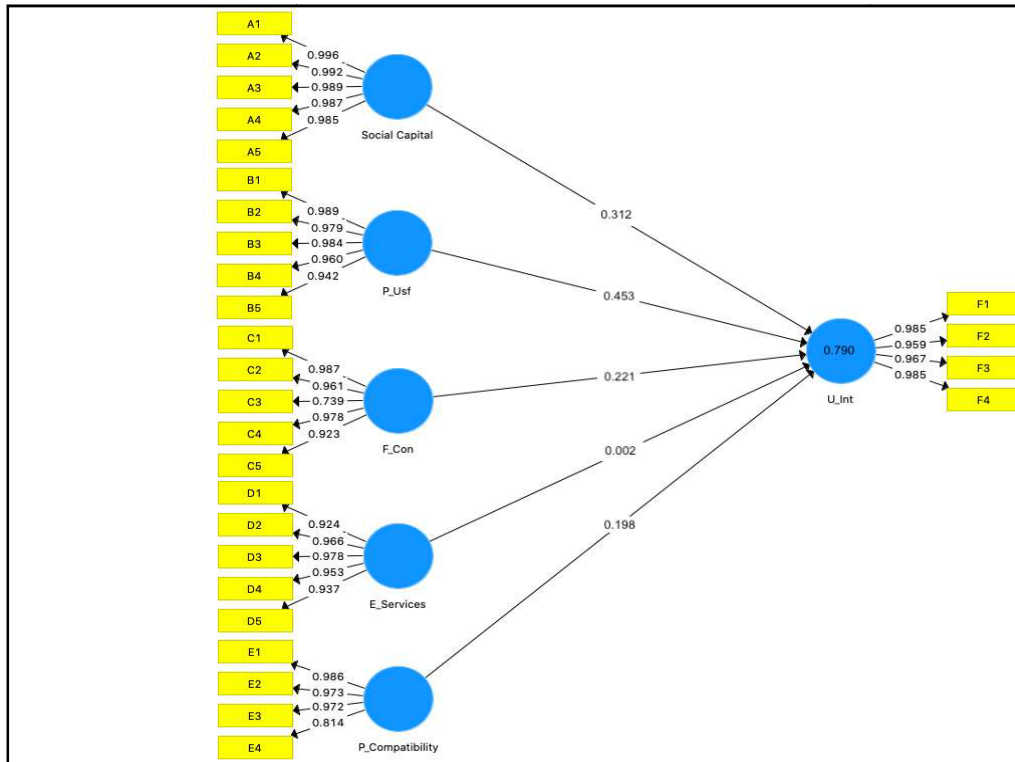
Participatory Assessment

Participatory assessment analysis was used to reveal the priorities of the farmers towards sustainable practices based on the principle of triple bottom line (people, planet and profit). The scores reveal that farmers gave topmost priority to the 'improved seed variety' followed by 'direct seeding' and 'rainwater harvesting'. Table 3 shows the detailed results for the participatory assessment.

Partial Least Squares

Following the prioritisation of practises by participatory evaluation analysis, the adoption of climate smart agriculture by farmers was analysed using structural equation modelling to examine the influencing factors. Out of all the practises, only two (better seed variety and direct sowing) received the highest results in the participatory assessment. The figure below describes the results of the partial least squares

Figure: 1. Measurement model



Source: Compiled from SmartPLS 3.3.2

Table 6. Path Coefficients

| Hypothesis | Path | Standardised Beta | T Statistics | Result |
|------------|--------------------------------------------|-------------------|--------------|--------|
| H1 | Social Capital -> Usage Intention | 0.312 | 10.52 | Accept |
| H2 | Perceived Usefulness -> Usage Intention | 0.453 | 12.33 | Accept |
| H3 | Facilitating Conditions -> Usage Intention | 0.221 | 8.96 | Accept |
| H4 | Extension Services -> Usage Intention | 0.002 | 1.01 | Reject |
| H5 | Perceived Compatibility -> Usage Intention | 0.198 | 4.05 | Accept |

Limitations

As the survey for the current study was conducted in Punjab (India), which is a major agrarian state, the findings may not be applicable to another geographical areas or states where agriculture is not the major livelihood activities. Moreover, the sample size is restricted to 695 respondents which may affect its generalisability. Therefore, future studies can be conducted using a larger sample size with data collected from different areas for better generalisability. Future studies can examine another geographic setting, such as other states of India, to see whether the same results are found by testing the influence of socio-cultural factors on farmers' intention to adopt CSA.

Keywords- Agriculture, Agricultural Production Systems, Innovative Technology

References

- Bekun, F. V., Hassan, A., & Osundina, O. A. (2018). The role of agricultural credit in agricultural sustainability: dynamic causality. *International Journal of Agricultural Resources, Governance and Ecology*, 14 (4), 400-417.
- Olowoake, A., Abolaji, G., Yusuf, O., Ayanda, I., & Olooto, F. (2018). Prospects and problems of using *Jatropha* cake as organic fertiliser among crop farmers in Oyo State, Nigeria. *International Journal of Agricultural Resources, Governance and Ecology*, 14 (1), 80-90.
- Marenya, P. P., & Barrett, C. B. (2007). Household-level determinants of adoption of improved natural resources management practices among smallholder farmers in western Kenya. *Food policy*, 32 (4), 515-536.
- Bobulescu, R., Le, N. T., Vitari, C., & Whittingham, E. (2018). Socio-economic and ecological transition in community supported agriculture: from the 'transitional' to the 'ideal' CSA. *International Journal of Agricultural Resources, Governance and Ecology*, 14 (2), 122-137.
- Wezel, A., David, C., Ferrer, A., Letort, A., Feret, S., Peigné, J., ... & Celette, F. (2014). Agroecological practices supporting the provision of goods and services in agriculture. Examples from France et Europe.
- FAO, T. (2014). The state of food and agriculture: Innovation in family farming. *Rome FAO*.
- Veisi, H., & Toulabi, S. B. (2012, January). Factors influencing pro-environmental behaviour in agriculture. In *International Conference on Ecological, Environmental and Biological Sciences* (pp. 346-349). Environmental Sciences Research Institute, Shahid Beheshti University Dubai.

Greenwashing : Investigating the Impact of Environmentally deceptive Advertisement on Shared Values

Dr. Shivani Rana

ICccR and HRM, University of Jammu

Dr. Bhanu Pratap Singh

ICccR and HRM, University of Jammu

Introduction

Greenwashing (GW) has become a major problem of the modern economy that misleads consumers, causing damage to the environment and harms companies (Terrachoice, 2010). It significantly damages consumer attitudes towards brands and advertisements (Schmuck et al., 2018), affects consumer happiness (Szabo & Webster, 2021), and leads to customers' inability to differentiate between legitimate and deceptive claims (Horiuchi et al., 2009). Furthermore, high levels of perceived deception result in lower levels of perceived corporate credibility, lower favorable attitudes towards the brand, and lower buying intentions (Newell et al., 1998). Ultimately, it leads to green skepticism (Aji & Sutikno, 2015; Akturan & Tezcan, 2019; Chen & Chang, 2013), which lowers consumers' intentions to buy green products (Goh & Balaji, 2016) and leads to negative word of mouth (Leonidou & Skarmeas, 2017).

Purpose

Striving to meet consumer demand for green products, there are several instances where unwarranted and exaggerated claims of sustainability and environmental friendliness have been incurred (TerraChoice, 2010). Today, many companies are able to bypass marketing legislation and use greenwashed claims in their advertising without punishment (Eltell & Åberg, 2012). Research by Carlson et. al (1993) identify different types of greenwashing and show that organizations frequently use misleading and deceptive environmental claims in advertising.

Our understanding of the problem of GW to date is, however, limited and un-nuanced. Despite the existence of more than 15 distinct greenwashing practices (GWPs) in academic literature, the majority of academic literature analyzing the effects of GW on consumers treats “greenwashing” as one static, unidimensional umbrella term for all GWPs. In this type of approach, researchers do not differentiate between various forms of GW when analyzing their effects on consumers. Recent literature in the field urges researchers to fill this research gap by extending the existing

limited GW typologies with additional levels of differentiation between GWPs (de Jong et al., 2020; Torelli et al., 2020).

Greenwashing: The Leading Tactic of Misleading Claims

With the increase of green advertising, there is also a growing confusion among consumers regarding the green claims used in many ads. One major reason for the confusion is the lack of generally accepted definitions of common claims advertisers use, such as “bio-degradable”, “environmentally friendly”, “ozone friendly” and so on (Paço and Reis, 2012). Usually, consumers do not have enough knowledge to understand the information that these and similar claims are based on and even though guidelines are becoming more specific, environmental product claims continue to be vague and questionable (Newell et. al, 1998; Stokes, 2007).

From CSR to CSV

Shared value was born as a concept due to need to address societal needs, mostly in the bottom-of-the-pyramid segments of the customers. The social needs are not being addressed sufficiently by the local governments. Companies realized that doing business as usual is not possible when these new client segments are about to be served. Hence, need for completely new strategy arise, strategy that focused on both profit creation for corporation and solving social need of the client segment.

| Corporate social responsibility (CSR) | Corporate shared value (CSV) |
|---------------------------------------------------------------------|-----------------------------------------------------|
| Value: doing good | Value: economic and societal benefits to cost |
| Citizenship, philanthropy, sustainability | Joint company and community value creation |
| Discretionary or in response to external pressure | Integral to competing |
| Separate from profit maximization | Integral to profit maximization |
| Agenda is determined by external reporting and personal preferences | Agenda is company specific and internally generated |
| Impact limited by corporate footprint and CSR budget | Realigns the entire company budget |

(Porter, Kramer. Creating Shared Value, 2011)

Objective of the Study

To identify the impact of Green washing practices on Brand Value and Shared Values of environmentally conscious organisations.

Research Methodology

The impact of greenwashing on consumer behaviour is a social issue. For the study of social issues, a factual basis is indispensable, and positivism is the theoretical basis of our research. This study uses quantitative analysis methods to conduct research. Quantitative research is strictly logical, and the results supported by data are accurate and scientific. Moreover, quantitative methods can improve the standardization of results through statistical survey results (Muijs, 2010).

In this study a deductive approach is used. A deductive approach proceeds from theoretical data to empirical studies. On the basis of the information and the experiments already conducted in a certain area, a hypothesis is created to be subjected to empirical scrutiny. To do this correctly, one has to specify how the information that will be used to prove the hypothesis right or wrong, will be collected. (Bryman & Bell, 2011).

This study intends to investigate if consumer's perceived greenwashing has an impact on shared values of an environmentally conscious organization.

Findings and Suggestions

This study suggests that in the market for environmentally conscious products, greenwashing has a major impact on green attitudes and perceived brand and shared values. It identifies interesting indications regarding greenwashed claims in advertising, revealing that consumers cannot identify greenwashing as deceptive, something which is supported by Newell et al (1998). According to the present study, consumers consider a brand as more environmentally friendly if exposed in a greenwashed ad, than in an environmentally neutral ad.

Keywords- Green Advertisements, Greenwashing, Shared Values, Sustainability

References

- Akturan, U. (2018). How does greenwashing affect green branding equity and purchase intention? An empirical research. *Marketing Intelligence and Planning*, 36 (7), 809–824.
- Akturan, U., & Tezcan, N. (2019). How do firm's actions impact green skepticism? The effects of green brand associations, green brand equity and greenwashing. *Journal of Management Marketing and Logistics*, 6 (4), 204–211.
- Chen, Y.-S., Huang, A.-F., Wang, T.-Y., & Chen, Y.-R. (2020). Greenwash and green purchase behaviour: The mediation of green brand image and green brand loyalty. *Total Quality Management and Business Excellence*, 31 (1–2), 194–209.
- Contreras-Pacheco, O. E., & Claasen, C. (2017). Fuzzy reporting as a way for a company to greenwash: Perspectives from the Colombian reality. *Problems and Perspectives in Management*, 15 (2), 525–535.

- Delmas, M. A. & Burbano, V. (2011). The drivers of greenwashing. *California Management Review*, 54 (1), 64-87.
- de Jong, M. D. T., Huluba, G., & Beldad, A. D. (2020). Different shades of greenwashing: Consumers' reactions to environmental lies, half-lies, and organizations taking credit for following legal obligations. *Journal of Business and Technical Communication*, 34 (1), 38–76.
- Goh, S. K., & Balaji, M. S. (2016). Linking green skepticism to green purchase behavior. *Journal of Cleaner Production*, 131, 629–638.
- Leonidou, C. N., & Skarmeas, D. (2017). Gray shades of green: Causes and consequences of green skepticism. *Journal of Business Ethics*, 144 (2), 401–415.
- Porter, Michael, E. and Kramer, Mark, R. (2011). Creating shared value. How to reinvent capitalism – and unleash a wave of innovation and growth. *Harvard Business Review*. January-February 2011.
- Scanlan, S. J. (2017). Framing fracking: Scale-shifting and greenwashing risk in the oil and gas industry. *Local Environment*, 22 (11), 1311–1337.
- Szabo, S., & Webster, J. (2021). Perceived greenwashing: The effects of green marketing on environmental and product perceptions. *Journal of Business Ethics*, 171 (4), 719–739.

Enhancing Organizational Commitment: The Interplay of Talent Management and Citizenship Behavior in the Retail Sector

Dr. Narendra Prasad

*School of Business and Management, The University of The South Pacific,
Laucala Campus*

Dr. Subhash Appana

*School of Business and Management, The University of The South Pacific,
Laucala Campus*

Dr. Shavneet Sharma

*School of Business and Management, The University of The South Pacific,
Laucala Campus*

Purpose

This study aims to explore and quantify the critical role of employee organizational commitment (OC) in mediating the dynamics between talent management (TM) and organizational citizenship behavior (OCB). Focusing on the unique context of Fiji's retail sector, specifically small to medium-sized grocery and hardware stores, this research seeks to uncover how TM practices influence OC and how enhanced OC can drive better OCB. By delving into this relationship, the study aims to offer valuable insights for improving employee engagement and organizational performance within this specific business segment.

Design/Methodology/Approach

The study used a cross-sectional survey design to collect data from a diverse sample of 37 retail businesses. This data was then analyzed using correlations and hierarchical regression to examine the mediating effect of organizational commitment on the relationship between talent management and organizational citizenship behavior.

Findings

The research revealed a significant mediating role of employee organizational OC in linking TM strategies with enhanced OCB within the firms. Specifically, it was observed that effective TM practices fostered a higher level of OC among employees, positively impacting their OCB. This relationship indicates that when employees are more committed to their organization, they are more likely to engage in behaviors beyond their formal job responsibilities, contributing to better

organizational performance. Additionally, the study highlighted that TM is a key driver in improving both OC and OCB, suggesting that well-implemented talent management strategies can lead to a more committed and proactive workforce in the Fijian retail sector.

Research Limitations

The sample, predominantly from Fiji's Suva to Nausori corridor, limits the representation of all grocery and hardware stores across Fiji, posing challenges in generalizing the results. Caution is therefore recommended in interpreting these findings. Moreover, the study's focus solely on Fiji restricts its applicability to other geographical contexts.

Practical Implications

The study provides critical insights for retail managers, HR professionals, and policymakers in the grocery and hardware sectors. It highlights the importance of enhancing OC through effective TM practices to improve OCB in challenging environments. Retail managers can leverage these findings to create strategies that foster a more committed and productive workforce. HR professionals can use this knowledge to optimize talent development programs. Policymakers can also gain valuable insights into the role of OC in business success, influencing employee engagement and talent management policies within the retail sector. This study emphasizes the vital link between OC and improved workplace dynamics.

Originality/value

This study explores talent management in the SME sector and significantly contributes to the broader field of HR management and organizational behaviour. It provides critical insights into HR policy development, particularly in nurturing organizational commitment through effective talent management strategies. By focusing on Fiji, the research adds a unique global perspective, highlighting the need for more diverse international contexts in business research. It supports evidence-based management, offering empirical data to aid managers and practitioners in decision-making, especially enhancing employee engagement. Additionally, it advances theoretical frameworks, enriching the academic understanding of how talent management influences employee attitudes and behaviors.

Keywords- Talent Management, Organizational Commitment, Organizational Citizenship Behavior, Fiji

Unveiling the Nexus: Green Human Resource Management and Pro-environmental Behaviour — A Systematic Literature Review

Ms. Princee Verma

The Business School, University of Jammu

Dr. Saloni Devi

The Business School, University of Jammu

Introduction

In an era marked by escalating environmental challenges, the need for global action is paramount (Jain et al., 2023). Issues such as climate change, biodiversity loss, pollution, and resource depletion transcend borders, posing threats to ecosystems and human well-being. International bodies like the IPCC and UNEP advocate urgent action, while governments implement policies such as the Paris Agreement (Habibullah et al., 2021). Within this environmental governance framework, organizations grapple with compliance and responsibility, driving the adoption of eco-friendly practices (de Souza Barbosa et al., 2023). Green Human Resource Management (GHRM) emerges as a key strategy, integrating environmental considerations into GHRM practices to cultivate pro-environmental behaviour among employees (Hameed et al., 2023). Despite its recognized significance, empirical evidence linking GHRM practices to such behaviours is limited. This systematic literature review aims to unravel the interplay between GHRM and pro-environmental behaviour, analyzing existing works to understand impact, mechanisms, and gaps. Findings highlight the positive influence of GHRM practices on pro-environmental behaviour, emphasizing the need for deeper exploration. The review challenges theoretical assumptions, offers fresh perspectives, and proposes a roadmap for future research, contributing significantly to the discourse on environmental sustainability in organizational settings. Overall, the study maps scientific publications, intellectual structures, and research trends in GHRM and pro-environmental behaviour, identifying foundational contributions and shaping future research agendas.

Literature Review

Green Human Resource Management (GHRM) is a strategic approach aimed at incorporating environmental considerations into an organization's human resources policies and practices. Several studies, including those by Iftikar et al., (2022), Bhattarai et al., (2023), and (Saifulina et al., 2020) consistently indicate a positive impact of GHRM practices on the pro-environmental

behaviour of employees. These practices, such as green training, eco-friendly policies, rewards, and green leadership behaviour, directly influence employees' environmentally friendly actions. Moreover, the mediating role of green organizational citizenship behaviour (GOCB) further enhances the relationship between GHRM and pro-environmental behaviour. Additionally, GHRM practices, as identified by Ren et al. (2019), also contribute positively to the environmental performance of organizations, emphasizing the broader organizational benefits of adopting green initiatives. In summary, the literature strongly supports the notion that GHRM practices foster a sustainable work environment, positively shaping both employee behaviour and organizational environmental performance through pro-environmental behaviour.

Methodology

This study employed a systematic literature review (SLR), bibliographic coupling, and cluster analysis to analyze the role of Green Human Resource Management (GHRM) in promoting pro-environmental behaviour in organizations. The SLR focused on the macro-context of strategic GHRM, aiming to broaden conceptual understanding. Goals included identifying relevant studies, conducting an integrated evaluation, and presenting implications for GHRM practices. Bibliometric maps generated with VOS viewer facilitated the identification of clusters based on content and keywords in article references. A hybrid review methodology, combining bibliometric and framework-based reviews, was adopted to address challenges in handling increasing scientific production. The evaluation technique focused on academic impact, productivity, and hybrid measures, while relational techniques explored relationships between units of analysis. Data collection involved a Scopus database search using specific terms, resulting in a final sample of 27 articles grouped into four clusters. Descriptive statistics were generated using SPSS Statistics software. The study aimed to provide a comprehensive understanding of GHRM and pro-environmental behaviour, contributing to the theoretical underpinnings in the field.

Result

The results reveal a growing interest in Green Human Resource Management (GHRM) and pro-environmental behaviour, with a significant surge in publications from 2019 to 2023. The majority of the 27 analyzed studies (96.29%) adopted quantitative methods, with structural equation modelling and smart partial least squares being the most utilized. Cluster analysis identified four distinct research clusters, with Sustainability (Switzerland) publishing the highest number of articles. Notable author teams, Nisar et al. (2021) and Ansari et al. (2021), gained over 100 citations each. The cluster descriptions involve detailed analyses of the articles within each cluster to determine their implications for GHRM. This study contributes to the understanding of the evolving landscape of GHRM and its impact on pro-environmental behaviour in organizational settings.

Discussion

The findings of this study indicate a noticeable rise in scholarly interest and publication activity surrounding the nexus of Green Human Resource Management (GHRM) and pro-environmental behaviour. The dominance of quantitative research methods, particularly structural equation modeling and smart partial least squares, underscores a quantitative focus in understanding the relationship between GHRM practices and pro-environmental behaviour. The identification of four distinct research clusters through bibliographic coupling offers insights into the thematic clusters that have emerged in the literature. Notably, Sustainability (Switzerland) emerged as a significant outlet, publishing a substantial number of articles. The high citation counts for author teams like Nisar et al. (2021) and Ansari et al. (2021) suggest the impact and recognition of their contributions to the field.

Conclusion

In conclusion, this study sheds light on the growing importance of GHRM in fostering pro-environmental behaviour within organizations. The positive influence of GHRM practices on environmental behaviour, as evidenced by the literature review, highlights its relevance in the broader context of environmental sustainability. The systematic approach, employing both bibliometric and framework-based reviews, enriches our understanding of the current state of research in this area. The identified clusters and their respective analyses contribute to the categorization and synthesis of existing knowledge, paving the way for future research directions.

Limitations

While this study provides valuable insights, it is not without limitations. The focus on articles from the Scopus database and specific search terms may result in the omission of relevant studies from other databases. Additionally, the exclusion of non-English language articles may introduce language bias. The temporal scope of the study, covering publications until 2023, may not capture more recent developments in GHRM research.

Future Directions

Future research in this domain should address the identified limitations by incorporating a broader range of databases and languages to ensure a more comprehensive review. The temporal scope could be extended to encompass the most recent publications, allowing for a more up-to-date understanding of the field. Additionally, there is a need for more qualitative studies to complement the predominantly quantitative focus, providing a deeper exploration of the mechanisms and contextual factors influencing the effectiveness of GHRM practices. Further investigations could delve into specific industries or geographical regions to uncover nuanced

insights and variations in the implementation and impact of GHRM strategies. Lastly, exploring the practical implications of GHRM interventions in real organizational settings could enhance the applicability of research findings for practitioners and policymakers.

Keywords- Green HRM, Pro-environmental Behaviour, Green Organizational Citizenship Behaviour, SLR

References

- Ansari, N. Y., Farrukh, M., & Raza, A. (2020). Green human resource management and employees pro-environmental behaviours: Examining the underlying mechanism. *Corporate Social Responsibility and Environmental Management*, 28 (1). <https://doi.org/10.1002/csr.2044>
- Bhattarai, U., Agnieszka Łopatka, Niranjana Devkota, Udaya Raj Paudel, & Péter Németh. (2023). Influence of green human resource management on employees' behavior through mediation of environmental knowledge of managers. *Journal of International Studies*, 16 (3), 56–77. <https://doi.org/10.14254/2071-8330.2023/16-3/3>
- de Souza Barbosa, A., da Silva, M. C. B. C., da Silva, L. B., Morioka, S. N., & de Souza, V. F. (2023). Integration of Environmental, Social, and Governance (ESG) criteria: their impacts on corporate sustainability performance. *Humanities and Social Sciences Communications*, 10 (1), 1–18. <https://doi.org/10.1057/s41599-023-01919-0>
- Habibullah, M. S., Din, B. H., Tan, S.-H., & Zahid, H. (2021). Impact of climate change on biodiversity loss: global evidence. *Environmental Science and Pollution Research*, 29. <https://doi.org/10.1007/s11356-021-15702-8>
- Hameed, R., Rehman, N., Tufail, S., & Mehmet Kızıloğlu. (2023). Green human resource management and environmental knowledge: A moderated mediation model to endorse green CSR. *Frontiers in Environmental Science*, 11. <https://doi.org/10.3389/fenvs.2023.1136957>
- Iftikar, T., Hussain, S., Malik, M. I., Hyder, S., Kaleem, M., & Saqib, A. (2022). Green human resource management and pro-environmental behaviour nexus with the lens of AMO theory. *Cogent Business & Management*, 9 (1). <https://doi.org/10.1080/23311975.2022.2124603>
- Jain, R., Gaur, A., Suravajhala, R., Chauhan, U., Pant, M., Tripathi, V., & Pant, G. (2023). Microplastic pollution: Understanding microbial degradation and strategies for pollutant reduction. *Science of the Total Environment*, 905, 167098. <https://doi.org/10.1016/j.scitotenv.2023.167098>
- Nisar, Q. A., Akbar, A., Naz, S., Haider, S. A., Poulouva, P., & Hai, M. A. (2022). Greening the Workforce: A Strategic Way to Spur the Environmental Performance in the Hotel Industry. *Frontiers in Environmental Science*, 10. <https://doi.org/10.3389/fenvs.2022.841205>
- Saifulina, N., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2020). Sustainable HRM and Green HRM: The Role of Green HRM in Influencing Employee Pro-environmental Behavior at Work. *Journal of Sustainability Research*. <https://doi.org/10.20900/jsr20200026>

Financial Support/Incentives to Food Processing Sector in J & K.

(A Survey of Food Processing Units from Industrial Estates of Jammu)

Ms. Aditi Chopra

The Business School, University of Jammu

Dr. Rajendra Mishra

The Business School, University of Jammu

Backdrop

The food processing industry involves converting raw agricultural products into processed or value-added products. It encompasses a wide range of activities such as cleaning, sorting, grading, packaging, preserving, and transforming raw materials into food and beverage products that are ready for consumption. This industry plays a crucial role in adding value to agricultural produce, reducing food wastage, enhancing food safety, and providing convenient and diverse food options for consumers (Bhatia et al., 2020; Bharti et al., 2003).

Food processing and marketing together have the power to address the fundamental issues of agricultural surplus, wastes, rural employment, and improved compensation for growers (Hyder et al., 2016). India, home to 1.21 billion people, offers a sizable and expanding market for food items. However, if we examine India's food processing industry's manufacturing side, we find that it is incredibly underdeveloped. In India, only 1.3% of fruits and vegetables are processed past the secondary level. Australia, the Netherlands, Germany, Poland, the USA, and the UK had respective rates of 80%, 33%, 31%, 25%, and 12%.

Research Gap

The majority of the studies included in the review of literature on horticulture were centred around the economic advantages of the industry, its role in the food processing industry, issues related to productivity, the significance of horticultural grading and sorting, and recommended strategies to increase farmer returns. According to some research, consumer demographics play a significant influence on how customers perceive certain aspects of fruits and vegetables, including colour, freshness, variety, and cost. Some research highlighted the part played by women in the processing of horticulture and how they contributed to the income being doubled. Few research examined how banks control the flow of credit in the processing industry

for horticulture and agriculture. The other studies found the major role of state government for promotion and development of large-scale industries in J & K.

Research Methodology

The present study aims at finding the financial support and findings available to food processing industries through unitholders judgement regarding availability of incentives. For exploring the incentives and subsidies sponsored by state government agencies in Jammu, the primary data is gathered from unit holders. Similarly, the secondary information regarding the incentives sponsored is gathered from official and non- official sources viz. DIC, SICOP, SIDCO, MOFPI, various journals, magazines, e-books etc. There are six industrial estates in Jammu District. In order to maintain the objectivity of the study, the data is collected from the two estates having maximum number of food processing units i.e., Bari-Brahmana Industrial Estate and Gangyal Industrial Estate.

Approximately 30 Food Processing units, out of which 20 units from Bari-Brahmana Industrial Estate and 10 from Gangyal Industrial Estate are selected for collecting data. The data collected is analysed with the help of Frequencies, Percentages and scores using SPSS software. In addition to these, pie charts, Bargraphs and diagrammatic representation of incentives available to the estates are also undertaken in the study.

Overview of Findings

Objective 1: To explore the incentives and subsidies offered by agencies for growth of food processing Industries in the estates of Jammu District.

Table showing Incentives available to food processing units in different districts of J & K under Industrial Policy 2021-30.

| Subsidy and Incentive | Percentage | Amount/ Eligibility/Method |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------|
| Subsidy on DG set | 100 % | Upto 45 Lakh |
| 100% subsidy of stamp duty on land transactions in Govt.estates i.e. Lease deed and Mortgage deed. | 100% | ----- |
| Turnover Incentive | 2% (For existing small, medium and large units) | For 5 Years upto maximum of 50 lakhs |
| | 3% (For existing micro units) | For 5 Years upto maximum of 10 Lakhs |

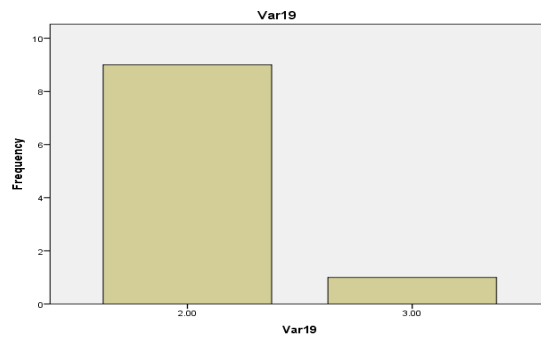
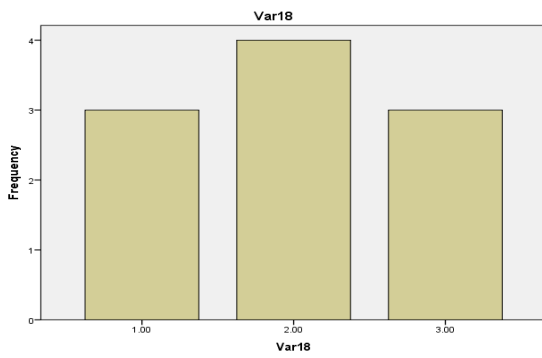
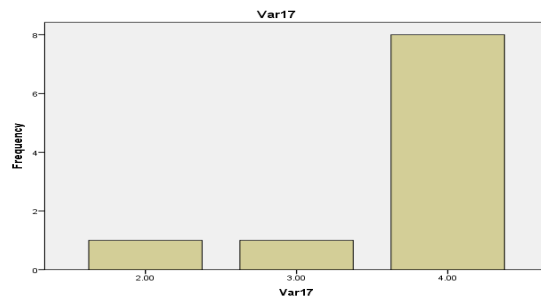
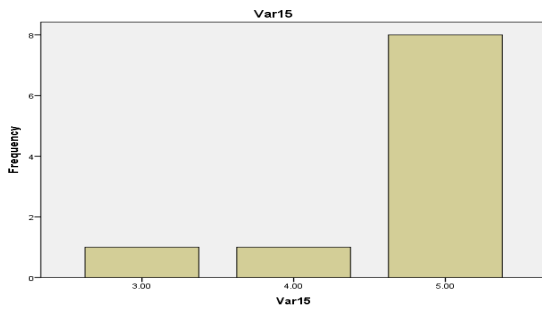
| | | |
|--------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------|
| Procurement of Quality Certificate | 30% | Upto 2 Lakh |
| Subsidy on Automation | 25% | Upto 2 Lakh |
| Subsidy on Pollution Control Devices | 60% | Upto 50 Lakh |
| Subsidy of Stamp duty and Court Fee | 100% | New Units and Existing Units are eligible |
| Subsidy on Green and Environment Protection Initiative | 50% | ----- |
| Capital Investment Incentive | 30% | Zone A: Upto Maximum of 5 Crore Zone B: Upto Maximum of 7.5 Crore |
| | 50% | |
| Goods and Services Tax Linked Incentive | 100% | For 10 Years from the date of commercial production |
| | 300% | On Investment of Plant and Machinery |
| Marketing Support | ----- | Trade Fairs Exhibitions etc. |
| MIDH Scheme | 50% for male Candidates 60% for female Candidates | On the investment |

Source: DIC , 2023; SIDCO, 2023; SICOP, 2023.

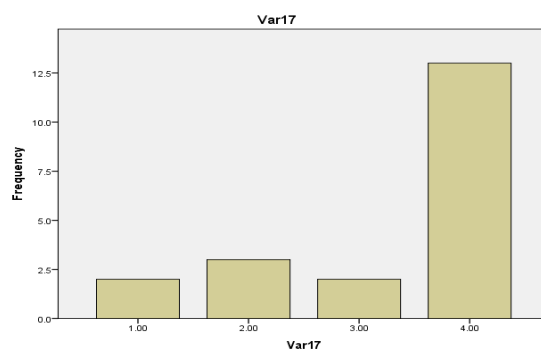
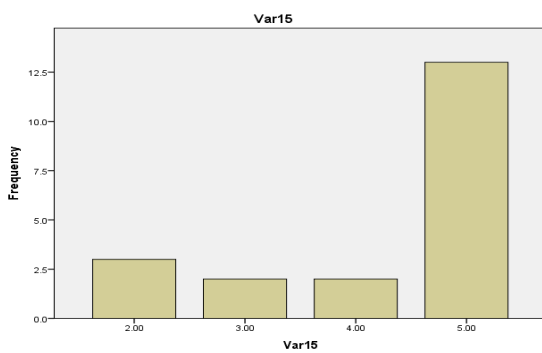
Objective 2:To examine the contribution of State level agencies towards Food Processing units.

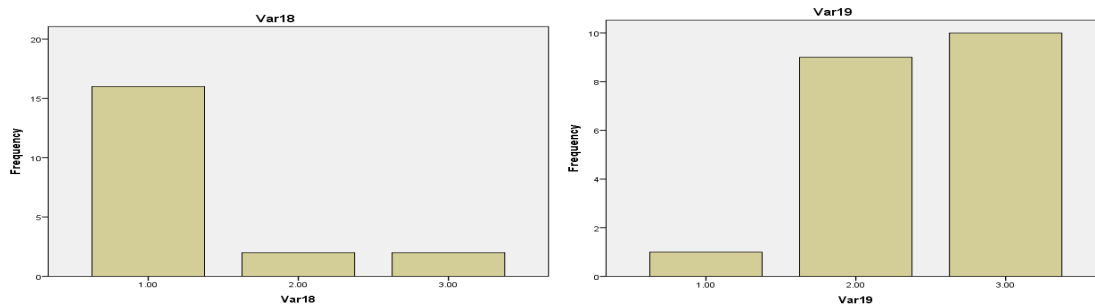
Graph showing number of sample respondents of Bari-Brahmana and Gangyal Industrial Estate under different levels of performance:

Gangyal Industrial Estate



BariBrahmana Industrial Estate





Source: (Primary) On Survey Basis

Conclusions and Policy Implications

More efforts have been needed for strategic action/ plan for development/ setting up of more food processing units in the district. Out of 20 respondents surveyed 5% of the unit holders have Initial Investment of 1-5 lakh. Therefore, to enhance the productivity and margin, higher investment should be encouraged in the district with adequate support of subsidies and incentives. This is necessary due to globalisation, environment changes and various problems faced by food processing unit holders in the estate. The unit holders should invest in infrastructure development including cold storage facilities, transformation networks etc. This will help in reduction of food wastage, increase shelf life and also ensure the efficient movement by raw materials and finished goods.

Keywords- Food Processing Industry, Financial Incentives, Horticulture

References

- Adelaja, A., Schilling, B., Jr, R., & Tank, K. (2000). Understanding the Challenges facing the Food Manufacturing Industry. *Journal of Food Products Marketing*, 6 (2), 35-55. doi:<http://doi.org/10.1300/j038V06n0204>
- Amin, U.I. (2017). Impact of Institutional and Non Institutional Financial Intermediaries on Production and Marketing of Horticulture Produce in Jammu and Kashmir: A Comparative Study. PhD Thesis, Islamic University of Science and Technology, Department of Management Studies, Pulwama, Awantipora (J & K), pp.1-185.
- APO. (2014). *A Report on Post harvest Management of Fruit and Vegetables in the Asia-Pacific Region, APO and FAO.*
- Baldwin, R., & Weder, M. (2020). *Economics in the time of covid-19.*, a voxEu.org.ebook, CEPR PRESS.
- Bathla, S., & Mehra, G. (2018). Post-harvest food management, extent of processing and Inter-sectoral Linkages in Agro and Food Processing Industry in India. *Indian Studies in business and Economics*, 17-60, part-II ISSN:2198-00121. <https://doi.org/10.1007/978-981-15-9468-7>.

- Bharti, D., Gangwar, L., & Kumar, S. (2003). Growth of Food processing in India. *Indian Journal of Agricultural Economics*, 58 (3), 574-661.
- Bhatia, A., Mehta, R., Verma, K., & Saigal, K. (2020, June 22). *Indian Food Processing Sector: The untapped growth opportunity*. Retrieved from InvestIndia (National Investment and facilitation Agency) <https://www.investindia.gov.in/sector/agriculture-forestry>.
- Chengappa, P. (2004). Emerging Trends in Agro-Processing in India. *Indian Journal of Agricultural Economics*, 59 (1), 55-74.
- Choudhary, R. (2010). Role of special Industrial Incentives package in Economic Development of Himachal Pradesh: A study of Solan District. PhD Thesis submitted to Himachal Pradesh University, Shimla, Department of Commerce and Management Studies, pp.1-217.
- David, H., Figueroa, B., & Gilbert, J. (2001). The role of agriculture and Food Processing in the Chilean Economy: Results from an input-output analysis. *Estudios de Economia*, 28 (2), 293-308.
- Dharni, K., & Sharma, S. (2008). Food Processing in India: Opportunities and Constraints. *The ICFAI University Journal of Agricultural Economics*, 5 (3), 30-38.
- Directorate of Industries and commerce. (2022-23). *J & k Govt., Jammu*. Retrieved from <http://www.jkindustriescommerce.nic.in/>.
- Directorate of Planning and Statistics. (2020-21). *Government of Jammu and Kashmir, Economic Survey (pp.151-164)*. Retrieved from <https://www.ecostatjk.nic.in/>.
- DIC. (2023). *Directorate of Industries and commerce, J & k Govt., Jammu*. Retrieved from <http://www.jkindustriescommerce.nic.in/>
- FASAR. (2016). *Make in India: Opportunities in Food Processing Sector*. Food and Agribusiness Advisory and Research.
- Gaikwad, R. (2006). *The problem of marketing and prospects of food processing industry with special reference to Konkan Region- a case study of Ratnagiri District, Pune*. M.Phil dissertation submitted to University of Pune.
- Hailu, G. (2020). *Economic Thoughts for Canadian Food Processors*. University of Guelph, Department of Food, Agricultural and Resource Economics.
- Handbook of Industrial Statistics. (2021). Directorate fo Industries and Commerce, Planning and Statistical section, pp.1-100.
- Hyder, S., & Bhargava, P. (2016). Indian Food Processing Industry- Opportunities and Challenges. *International Journal of Economics and Business Research*, 11 (1), 1-10.
- Lian Zou, J. (2020). *Development of Agro-Based Industries with special Reference to Food Processing Industries in Manipur: An Analysis*. PhD Thesis, Manipur University, Department of Commerce, Canchipur, Manipur (India), pp.1-191.

- Meeta, P. (2007). *Emerging Environment for Agribusiness and Agroprocessing Industry Development in India*. Food and Agricultural organisation of the United Nations, New Delhi, India.
- MOFPI. (2022-23). *Annual Report of Ministry of Food Processing Industries*. Government of India. pp.1-216.
- Naqvi, H., & Pervez, A. (2015). A Study on Growth and Employment Trends of Food Processing Sector in India. *International Journal of Techno-Management Research*, 3 (2), 1-11.
- Rais, M., & Sheoran, A. (2015). Scope of supply chain management in Fruits and Vegetables in India. *Journal of Food Process Technology*, <https://doi.org/10.4172/2157-7110.1000427>.
- Sharma, A., Singh, B., & Anand, N. (2016). Fruit Processing Industry in India: A Short Review. *Research Gate Publications*.
- Sharma, R. (2011). Impact of New Industrial Policy on Industrial Units under State Industrial Development Corporation (SIDCO) in Jammu District. PhD Thesis submitted to Department of Economics, University of Jammu, pp.1-304.
- Sharma, V.K., Vashist, R.L., & Sharma, N. (April-June 2008). An Empirical Analysis of the Impact of Industrialisation on Infrastructure Development in H.P. *Asia Pacific Business Review*.
- Sharma, V.K., Vashist, R.L., & Sharma, N. Industrialization and Development. A macro Analysis. *The Indian Journal of Economics*, 41 (352).
- SICOP. (2023). J & K Small Scale Industries Development Corporation Limited. Retrieved from <http://jksicop.com/>
- SIDCO. (2023). J & K State Industrial Development Corporation. Retrieved from <http://jkindustriescommerce.nic.in/jksidco.html>.
- Wilkinson, J. (2004). The Food Processing Industry, Globalisation and Developing Countries. *Electronic Journal of Agricultural and Development Economics*, 1 (2), 184-201.

Scale Reliability and Validity Analysis of Psychological Capital impacting Subjective Well-being in Entrepreneurial Context

Ms. Ruqia Ayoub

The Business School, University of Jammu, Jammu & Kashmir, India

Dr. Saloni Devi

The Business School, University of Jammu, Jammu & Kashmir, India

Research Problem

In order to succeed in various socio-economic activities, any nation across the globe should be able to develop and utilize the skills and knowledge of its people effectively. Apart from the material resources, it is the development and utilization of human capital that determines the pace of economic and social development of countries. Amongst these critical resources are the individual's psychological capital and subjective well-being.

Psychological capital has emerged as a thrust area of interest among scholars and practitioners. It is one of the most important positive psychological states that help people to perform better (Avey et al., 2010; Heled et al., 2016; Roche et al., 2014; Siu, 2013; Siu et al., 2021). The concept was pioneered by Luthans (1999) and draws from positive psychology (Lorenz et al., 2016) in general and positive organizational behaviour (POB) in particular. On the other hand, subjective well-being (SWB) has gained immense importance among researchers and the primary reason being the current turbulent times and stressful workplace situations. In recent years, a substantial amount of literature on subjective well-being has arisen. Policymakers' approach in this research area using only socio-economic and financial measures is insufficient to understand well-being (Frugoli et al., 2015). As a result, the emerging research uses subjective wellbeing as a better alternative for measuring peoples' positive and negative emotions and contentment (Nikolova & Popova, 2021). SWB is a result of seminal work of Diener (1984) which primarily explains the experience of positive and negative emotions as well as the development of one's potential, having some control over life, and having sense of purpose (Huppert, 2009). In this context, the association of psychological capital and subjective wellbeing constructs in present study is a result of research conducted by the researchers over the years which has evidence that psychological capital acts as a reservoir of psychological resources that can be measured and

developed for mitigating turbulent and negative impacts of stressful situations for better well-being of people (Morgan & Luthans, 2017).

Objective of the Study

The aim of this study is to analyze the reliability and validity of the psychological capital scale (PCS-24), the scale of positive and negative experience (SPANNE), and the satisfaction with life scale (SWL) to measure psychological capital and subjective well-being respectively.

Research Methodology

This paper follows a three-stage rigorous scale validation process: Item generation, measurement development and scale testing. From the primary data of 123 entrepreneurs in northern part of India, the reliability and validity (Chronbach alpha, content validity, face validity, discriminant and convergent validity) analysis was performed.

Findings

The results validate psychological capital scale (PCS-24), scale of positive and negative experience (SPANNE) & satisfaction with life scale (SWL) in entrepreneurial context. The scales exhibited adequate internal consistency (Cronbach's alpha), composite reliability, face, content, convergent and discriminant validity. The results also show a significant association of psychological capital and subjective well-being constructs. Testing the reliability and validity of PsyCap and subjective well-being scales in a diverse cultural context like India unlike previously tested in mono-centered context like western cultures is the prime value of this study.

Research Limitations/Implications

Since this was the first step in evaluating the assessment tools in culturally diverse environment, further research should attempt to recruit participants from a variety of communities for comparative testing. The study fills the existing gaps in the literature and offers academicians a choice of using validated scales. Overall, the study provides sufficient support for the measures' validity and reliability, allowing other stakeholders to reproduce its findings in a variety of other industries.

Keywords- Psychological Capital, Subjective wellbeing, Reliability, Validity, Entrepreneurship.

References

- Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of Occupational Health Psychology, 15* (1), 17.
- Diener, E. (1984). Subjective well-being. *Psychological Bulletin, 95* (3), 542.

- Heled, E., Somech, A., & Waters, L. (2016). Psychological capital as a team phenomenon: Mediating the relationship between learning climate and outcomes at the individual and team levels. *The Journal of Positive Psychology, 11* (3), 303-314.
- Huppert, F. A. (2009). Psychological well-being: Evidence regarding its causes and consequences. *Applied Psychology: Health and Well-being, 1* (2), 137-164.
- Frugoli, P. A., Almeida, C. M. V. B., Agostinho, F., Giannetti, B. F., & Huisingh, D. (2015). Can measures of well-being and progress help societies to achieve sustainable development?. *Journal of Cleaner Production, 90*, 370-380.
- Lorenz, T., Beer, C., Pütz, J., & Heinitz, K. (2016). Measuring psychological capital: Construction and validation of the compound PsyCap scale (CPC-12). *PloS one, 11* (4), e0152892.
- Luthans, F. (1999). *Organizational Behavior*. McGraw-Hill/Irwin, USA. 12th Edition.
- Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach. *Annual Review of Organizational Psychology and Organizational behavior, 4*, 339-366.
- Nikolova, M., & Popova, O. (2020). Sometimes your best just ain't good enough: The worldwide evidence on subjective well-being efficiency. *The BE Journal of Economic Analysis & Policy, 21* (1), 83-114.
- Roche, M., Haar, J. M., & Luthans, F. (2014). The role of mindfulness and psychological capital on the well-being of leaders. *Journal of Occupational Health Psychology, 19* (4), 476.
- Siu, O. L. (2013). Psychological capital, work well-being, and work-life balance among Chinese employees: A cross-lagged analysis. *Journal of Personnel Psychology, 12* (4), 170-181.
- Siu, O. L., Kong, Q., & Ng, T. K. (2021a). Psychological capital and family satisfaction among employees: Do occupational stressors moderate the relationship?. *International Journal of Environmental Research and Public Health, 18* (22), 12260.



Theme 3: Reinventing Business Management

Sooner or later, all businesses, even the most successful, run out of room to grow. Faced with this unpleasant reality, they are compelled to reinvent the management functions periodically. The potential consequences are dire for any organization that fails to reinvent its core functions and values in time. So, the business organizations must be open to radical reinvention in its core management functions. Incremental adjustments or building something new beyond core business functions can provide real benefits and, is a crucial first step for a digital transformation.

A company's core management paradigm is the value proposition of its business, grounded in strategy related to its people, processes, and technology. So, business reinvention must augment the value the company provides to employees and customers (whether existing or new) through its products and/or services. Re-architecting management processes requires establishing governance and decision rights to provide clarity and accountability, as well as embedding advanced analytics, digitization strategies and e-business models. Technology reinvention is more than just a technology overhaul and the organizations need to ensure that each investment in technology responds to clear and robust business needs. Reinvention requires a proven, systematic approach and companies must be open to redefine the core management principles for the sustainability of the businesses.

Factors Influencing Homeowners' Intentions to Adopt Reverse Mortgage Loans in Goa: A Theory of Planned Behaviour Approach

Mr. Yogeshwar R. Bhosle

Dnyanprassarak Mandal's College and Research Centre, Assagao- Bardez -Goa.

Dr. Achut P. Pednekar

Dnyanprassarak Mandal's College and Research Centre, Assagao- Bardez -Goa.

Abstract

In Goa, the elderly population has increased to 10.1 percent in 2021 and is further expected to increase to 13.1 percent in 2031. The majority of the middle and upper middle class utilize their lifelong savings and investments to create homes for their families, leaving them with very little money or a fixed regular amount in the form of a defined pension or annuity. At the age of 60, they possess significant equity in their homes but have poor cash flow. To provide a respectful and dignified life for senior citizens, the Government of India introduced the Reverse Mortgage Loan during its 2007 budget. Despite being in existence for over a decade, this product has not gained popularity. Hence, a study has been conducted to assess the level of awareness and explore the factors influencing the intention of homeowners towards adoption of Reverse Mortgage Loans. The studies conducted earlier have not taken an integrative approach to predict consumer demand. There is a noticeable gap in the literature regarding the adoption of reverse mortgage loans in the unique context of Goa, a popular tourist destination in India.

This study aims to fill a critical gap in the literature by examining the interaction between SES and the integrated Theory of Planned Behaviour model, thereby providing a more comprehensive understanding of the factors that influence individuals' intentions to adoption these loans. This research adopts a mixed-methods approach to methodically investigate the determinants of homeowners' intentions to adopt Reverse Mortgage Loans in the state of Goa. Data has been collected through structured surveys using snowball sampling techniques, targeting a sample of 400 homeowners aged 50 years or older in the Goa region. A five-point Likert scale is employed to assess respondents' attitudes, subjective norms, and perceived behavioral control regarding their intention to adopt Reverse Mortgage Loans. Additionally, socio-economic factors, such as gender, income, education, occupation, and house value, are taken into account when examining

the development of intention towards the adoption of Reverse Mortgage Loans. The reliability of the survey instrument is evaluated by utilizing Cronbach's alpha, ensuring the consistency and internal reliability of the measurement scale.

Descriptive statistics has been computed for each construct of the Theory of Planned Behaviour and other relevant variables. Inferential statistics, such as correlation analysis and regression analysis, are employed to test hypotheses and explore the relationships between the constructs of the Theory of Planned Behaviour and the intention to adopt Reverse Mortgage Loans. Furthermore, the study examines the moderating effect of Socio-economic Status on these relationships. The study reveals that homeowners' attitudes towards Reverse Mortgage Loans are influenced by their perceptions of the benefits and risks associated with these loans. A positive attitude towards Reverse Mortgage Loans is positively correlated with the intention to adopt RML. The research demonstrates that the opinions of family, friends, and societal norms significantly impact homeowners' intentions to adopt Reverse Mortgage Loans. Homeowners' confidence and their ability to enter into the RML agreement increases the likelihood of adopting Reverse Mortgage Loans. The study indicates that Socio-economic Status moderates the relationships between the constructs of the Theory of Planned Behaviour and the intention to adopt Reverse Mortgage Loans. Individuals with higher Socio-economic Status tend to be more influenced by subjective norms and exhibit greater perceived behavioral control over their decisions.

This research contributes to the knowledge of the determinants influencing homeowners' intentions to adopt Reverse Mortgage Loans in the state of Goa, utilizing the Theory of Planned Behaviour (TPB). The study highlights the significant roles played by attitudes, subjective norms, and perceived behavioral control in shaping intentions to purchase RML. Moreover, the moderating influence of SES provides valuable insights into the decision-making process among distinct socioeconomic groups. It highlights the broader economic and social impact of reverse mortgages and underscores their role in long-term older adult financial planning. As such, this research not only aids in the development of a more consumer-friendly and sustainable reverse mortgage market but also enriches the understanding of the intricate dynamics that underlie the financial well-being of older adults.

Keywords -Reverse Mortgage Loan, Attitude, Subjective Norms, Perceived Behaviour, Purchase intention, Older Adult.

References

- Ajzen, I. (1991). The theory of planned behaviour. *Organizational Behaviour and Human Decision Processes*, 50 (2), 179-211.

- Banerjee, S. (2017). Reverse mortgage: An important financial tool for the elderly in India. *Journal of Finance and Bank Management*, 5 (1), 19-28.
- Davidoff, T. (2007). Home equity conversion and remit finance. *Journal of Real Estate Finance and Economics*, 35 (3), 235-250.
- Davidoff, T., & Welke, P. (2006). Selection or adverse selection? An economic analysis of reverse mortgage determinants. *Real Estate Economics*, 34 (2), 243-273.
- Eckert, J. K., & Stum, M. S. (2004). Reverse mortgages: What homeowners (don't) know and how it matters. *Journal of Aging and Social Policy*, 16 (4), 63-80.
- Gangadharan, G. R., & Jain, R. (2013). Reverse mortgage: A financial boon to elderly people in India. *International Journal of Management and Social Sciences Research (IJMSSR)*, 2 (7), 54-57.
- Gupta, P., & Arora, K. (2014). Reverse mortgage in India: Awareness and perception among senior citizens. *International Journal of Business and Management Invention*, 3 (2), 1-9.
- Hu, H., Liu, Y., & Yao, R. (2016). Willingness and influencing factors of taking reverse mortgage: A case study of senior homeowners in the United States. *Housing Studies*, 31 (3), 293-313.
- Krishnan, V. (2018). Reverse mortgage: A study in Indian perspective. *Journal of Advances in Management Research*, 15 (4), 399-408.
- Lusardi, A., & Michaud, P. C. (2013). The importance of financial literacy: Evidence from the survey of consumer finances. *Journal of Economic Literature*, 52 (1), 5-44.
- Nakajima, M., & Telyukova, I. A. (2013). Home equity in retirement. *The American Economic Review*, 103 (3), 65-70.
- Panchal, H., & Joshi, J. (2019). Reverse mortgage in India: A conceptual study. *The International Journal of Indian Psychology*, 7 (4), 244-253.
- Szymanoski, E. J., & Tidd, S. T. (2013). Reverse mortgages and the liquidity of housing wealth. *Journal of Real Estate Finance and Economics*, 47 (4), 711-736.
- Tufano, P., & Sevick, M. A. (1997). Reverse mortgages: What homeowners (and their adult children) need to know. Working Paper, Harvard Business School.
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 27 (3), 425-478.

Technical Analysis of Mergers & Acquisitions: A Study of Select Industries in India

Ms. Neha Rohra

Department of Commerce, Delhi School of Economics, University of Delhi

Prof. Anita

Department of Commerce, Delhi College of Arts and Commerce, University of Delhi

Abstract

After liberalization and various economic reforms initiated by government since 1991, there has been a lot of corporate restructuring in India. The Indian economy is making use of Mergers & Acquisitions. It has been realized that M & A is an important mechanism to increase market share, technological up gradation, product diversification etc. to grow in future. These are the most common routes taken by corporations for inorganic growth all over the world. In fact the last two decades have been known as the M & A waves. M & As take place when two or more companies are brought under the same effective control and are managed by the same group. It can be done in two ways: (i) acquisition of one business unit by another or, (ii) creation of a new company by complete consolidation of two or more units. Although the era of liberalization was supposed to lead to more competition, but in actual as a result of it many companies have merged. So, it becomes all the more important to analyze the impact of M & As being carried out at an increasing pace in our country. In past many researchers have used event study methodology to study various aspects of M & As and have documented that the shareholders of acquiring firm suffer due to the announcement of M & A by their company. However, a large number of such studies have been carried out only in developed countries so the results cannot be inferred directly without being investigated in developing economies. Moreover, mostly studies- in developing countries like India have focused on examining the operating performance of survived firm in the context of profitability, solvency and efficiency etc. This approach is not accurate in economic sense because data used is based on historical figures which more likely to ignore the current market value. Other drawback is that, changes in results could be due to factors other than M & A solely. The primary objective of this study is not so much in terms of observing the implications of M & As for the acquiring companies and target companies. The interest, however, in this particular work is directed towards how markets react to the growing trend of corporate restructuring. With the opening up of the economy and increase in

competition, all the markets including stock market are expected to be more efficient. The impact of the news of M & A is measured in terms of i) stock price, ii) stock return, and iii) abnormal return. So, the primary basis of this research paper is to examine stock prices, stock returns and abnormal returns as three indicators of stock market efficiency and to relate these indicators to the incessant tendency in the market to observe, identify target and acquire such firms whose information regarding its performance outweighs its valuation as signalled by stock prices. In nutshell, therefore this study examines impact of M & As on Indian Stock Market with help of select industries namely electrical industry, IT industry and pharmaceutical industry. There is a need to capture the stock market reaction because this shall highlight the true benefits and real economic effect due to consolidation announcement. This can be done through technical analysis which is based on apparent trends in share prices and volume data, not reflecting the long-term fundamentals of the company. Further, by making use of panel data analysis, we have investigated the efficiency of Indian stock market in semi- strong form in case of merger announcements (i.e. publicly available information). In an efficient market, security prices fully reflect all available information. "Thus, information regarding the prospect of the company will affect the stock price to react quickly, which makes it impossible for the investors to earn excess return or abnormal return". On the other hand, if market is not efficient, it will not be able to discount the event/ available information; therefore, there will be some kink in the price or return trend.

The analysis is able to capture different patterns from three different industries- electrical, IT, and pharmaceutical over time, across the event and across the industries. It gives us an insight into how corporate restructuring has impacted the Indian Stock Market- has it become more efficient?, Are the returns improving after M & As or are they going down? Similarly in terms of abnormal return which reflects upon the miss-pricing- whether such miss-pricing persists after the event or has it reduced? Thus, the main objectives of this paper are to determine the impact of M & A announcements on the stock price and return of acquiring firms and to examine market efficiency for Indian Stock Market in the event of M & A announcements with help of abnormal returns. It can be concluded that while there is a negative reaction to M & As in short run- in case of electrical industry and pharmaceutical industry, the situation reverses in the long run and the market reacts positively to the M & As carried out in these two industries. As far as IT industry is concerned, the market always reacts positively to M & As be it in short run or long run. Focusing on the stock returns it can be seen that both in short run and long run, the returns have increased post event in case of electrical and pharmaceutical industries pointing towards synergistic gains derived from M & As. Also, the returns were falling in IT industry in short run pointing towards inefficient acquisitions or higher costs of takeover. The situation however again reverses in long run wherein the returns start improving, showing that M & As carried out in Indian stock Market

are sustainable. Further if we look at abnormal returns, we can see that ARs have increased in case of IT industry post event both in short run and long run. This shows high degree of mispricing in case of sun rise industry which may be due to informational inefficiency. The opposite hold in case of electrical and pharmaceutical industries wherein in the long run, the ARs have reduced showing that the event of M & As has done some correction in the miss-pricing and improved the efficiency level of Indian Stock Market. The management of firms can use this information regarding the impact of M & A announcements while deciding about/ carrying out these corporate restructuring activities. On the other hand, investors and other stakeholders, particularly in India, may get an idea of the stock market efficiency and the impact of M & A announcements on the stock prices, returns and abnormal returns, and they can act accordingly. Thus, through this study, a sincere attempt has been made to capture the impact of M & A announcements on stock price, stock returns and abnormal returns after the event has occurred both in the short run and long run and hence examine market efficiency. This exercise will provide useful information about the effects of M & A to the management and owners of business firms who are continuously searching for potential partners to implement mergers in future and to the investors of stock markets as well.

Thus, a plethora of literature is available on M & As, studying the impact of such activities on the wealth of shareholders of acquiring companies. But what makes our study different from all such studies is the use of panel data analysis, log returns and abnormal returns. While earlier studies have analyzed stock prices and cumulative abnormal returns to make a conclusion about M & A events, our study is different in the sense that we are using stock prices, stock returns and abnormal returns to conclude about market efficiency of Indian Stock Market through use of panel regression.

Keywords- Mergers & Acquisitions, Indian Industries, Stock Market

References

- Kumar, B.R., & Rajib, P. (2007). Characteristics of merging firms in India: An empirical examination. *Vikalpa*, 32 (1), 27-44.
- Leepsa, N. M., & Misra, C. S. (2012). Post-acquisition performance of Indian manufacturing companies: An empirical analysis. *Asia Pacific Financial Review*, 1 (1), 17-33.
- Mueller, D. C., & Sirower, M. L. (2003). The causes of mergers: tests based on the gains to acquiring firms' shareholders and the size of premia. *Managerial and Decision Economics*, 24 (5), 373-391.
- Pandey, I.M. (2010). *Financial Management*, Vikas Publishing House Pvt. Ltd., New Delhi.
- Pawaskar, V. (2001). Effect of mergers on corporate performance in India. *Vikalpa*, 26 (1), 19-32.

- Rahman, R. A., & Limmack, R. J. (2004). Corporate acquisitions and the operating performance of Malaysian companies. *Journal of Business Finance & Accounting*, 31 (3-4), 359-400.
- Ramakrishnan, K. (2008). Long-term post-merger performance of firms in India. *Vikalpa*, 33 (2), 47-64.
- Rohra, N., & Anita. (2021). Mergers and Acquisitions in the Bombay Stock Exchange: Testing for Market Efficiency Using Panel Regression. *Asia-Pacific Journal of Management Research and Innovation*, 17 (3-4), 103-114.
- Rohra, N., & Anita, (2023). Impact of mergers & acquisitions – A critical review of literature. *Academy of Entrepreneurship Journal*, 29, Special Issue 3, 1-14.
- Akben-Selcuk, E., & Altioek-Yilmaz, A. (2011). The impact of mergers and acquisitions on acquirer performance: Evidence from Turkey. *Business and Economics Journal*, 22, 1-8.
- Tripathi, V., & A., Lamba, (2014). Motives behind cross border mergers and acquisitions and post-hoc operating performance analysis: A survey of Indian acquirer companies. Available at URL: http://icaindia.info/images/news/Cross_Border_Mergers.pdf
- Tripathi, V., & Lamba, A. (2015). Does Financial Performance Improve Post Cross Border Merger and Acquisitions?: A Detailed Study of Indian Acquirer Firms' Financial Performance Across Target Economy's Development Status and Financial Crisis. *Research Journal of Social Science and Management ISSN*, 2251-1571.

Effective Performance Improvement Strategies in Business Organization

Dr. Sirtaj Kaur

Department of Commerce, Mata Sundri College of Commerce, Delhi

Abstract

In the present business environment, it is important for the employees to know the level of their performance and the areas in which they need to improve. Performance counselling is a very useful activity provided both the counsellor and the counselee take it in the right spirit. It helps the employees as well as the organization to identify the areas of weakness and them to fortunate strategies to improve the performance. Performance improvement ultimately helps the organization to meet its goals and objectives. It essentially focusses on the analysis of performance and identification of training and development needs for bringing about further improvement. In this research, we will focus on potential appraisal that finds out the strengths and weaknesses of the employees in relation to their work. It helps the employees to understand their capabilities and then the organization to put the right man in the right job so as to achieve the set targets.

Keywords- Employees potential, Feedback, Performance counselling Performance improvement, Potential appraisal

Service Excellence in the Airline Sector: Role of Brand Image and Customer Engagement

Ms. Chandeeep Kour

Department of Commerce, University of Jammu

Ms. Seema Devi

Department of Commerce, University of Jammu

Backdrop

The onset of globalisation and increasing competition has persuaded organisations to practice service excellence (Gouthier et al., 2012). Service excellence is conceptualised as delivering services that exceed customers' expectations and result in customer delight (Asif, 2014). Initially, the organisation's focus is to appease customers, which gradually shifted towards customer satisfaction and later on towards customer delight (Fisk, 2002). According to Torres and Kline (2006); Asif (2015) organisation's survival in today's competitive environment depends on achieving customer delight- one of the significant outcomes of service excellence.

Despite its widespread importance and an integral part of superior service, organisations failed to achieve it because of the inadequate understanding of the service excellence drivers (Abdul Aziz & Wahiddin, 2010; Gouthier et al., 2012). Particularly, there is a lack of clear understanding of the consequences of service excellence. Further, empirical support to establish it as a competitive tool for a service organisation to enhance both customers' and employees' experiences is yet to be explored.

Most of the literature on service excellence is conceptual in nature. Very few studies, such as Abdul Aziz and Wahiddin (2010); Sekhon et al. (2015); Padma and Wagenseil (2018), are conducted to conceptualise its antecedents and consequences. Abdul Aziz and Wahiddin (2010), in their proposed service excellence framework in the hotel industry, identified customer participation as a major driver and customer satisfaction as the major outcome of hotel service excellence. However, the authors do not consider consequence such as customer delight, which is more important than simply measuring customer satisfaction. Similarly, Sekhon et al. (2015) have established that financial value, reputation, technology and innovation are the four major antecedents of service excellence in retail banking but did not examine their impact on the consequences. Moreover, in their conceptual framework, Padma and Wagenseil (2018) recognised brand image and customer engagement as significant drivers. The authors also

identified customer delight as significant outcome of retail service excellence. However, an empirical tool to validate the results has not yet been done. Further, Ziyad et al. (2020) have empirically established customer satisfaction as a consequence of service excellence. But the authors did not examine the impact of service excellence on customer delight, which in today's competitive era is considered a key to achieve a sustainable competitive advantage.

In the literature, service excellence is contextualised in limited services such as banking, hotels, hospitals, retail, contact centre and ridesharing industry only. The Airline sector is one of the prime sectors where the role of service excellence is important to explore. Hence, the study contributes to the existing service excellence literature by synthesizing and validating brand image and customer engagement as major antecedents and customer delight as a major consequence of airline service excellence.

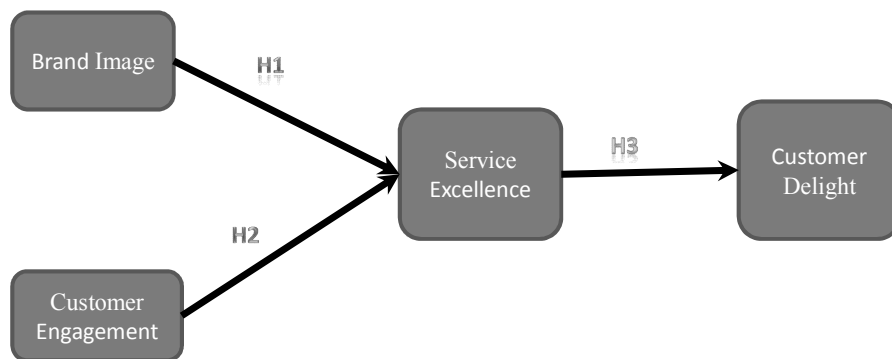


Figure 1: Research Framework

Hypothesis

H1: Brand Image has a significant impact on Service Excellence

H2: Customer Engagement has a positive impact on Service Excellence

H3: Service Excellence significantly impacts Customer Delight

Research Design and Methodology

Generation of Scale Items

The scales employed in the study were taken from the existing studies. Customer engagement, brand image, service excellence and customer delight were measured on a 5- point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree). The present study has treated service excellence as a bi-dimensional construct comprising dimensions: personalisation and going the extra mile. Personalisation was measured from the scale developed by Parasuraman et al. (1988).

Going the extra mile was measured from the scale developed by Johnston (2007). The brand image was operationalised using the scale developed by Shafiee et al. (2014), reflecting the three dimensions of the brand image:- functional, experiential and social image. The scales items were adapted from Hapsari et al. (2017) to measure customer engagement. The current study has conceptualised customer engagement as a multi-dimensional construct comprising interaction, absorption and attention. Customer delight was measured using a 12-item scale adapted from Finn (2005), Liu and Keh (2015) and Coetzee and Coetzee (2019).

Sample

The data was collected from the customers of Indian airlines who have travelled at least twice in the last one year through goggle forms. A purposive sampling technique was adopted to collect data from customers of Indian airlines. We invited 150 respondents to complete an online questionnaire, and the response rate was 66.7% (100 completed questionnaires).

Data Analysis and Results

The present study has used Smart PLS 3 to develop the structural equation model and to evaluate the paths of the latent variables and their associations. Since the present study is exploratory and had a sample size of 100, the data is analysed on Smart PLS 3 (Hair et al., 2019). The partial least squares-structural equation modeling (PLS-SEM) results were assessed in two stages. The first stage involves the assessment of the measurement model, whereas the second involves structural model assessment.

Measurement Model

The assessment of the measurement models for reflective constructs in PLS-SEM 3.0 is based on reflective indicator reliability, internal consistency reliability, convergent validity, and discriminant validity (Hair et al., 2019). Reflective indicator reliability is considered adequate when an indicator has factor loading, which is equal to or greater than 0.708 on its construct. In the present study, all the indicators have factor loadings above 0.708. Internal consistency reliability is assessed by checking the composite reliability and cronbach's alpha. All reflective constructs of the study have composite reliability above 0.866 (CR>0.70). Further, cronbach alpha of all the indicators is above 0.772. Hence, the present study satisfies the internal consistency reliability criteria. Similarly, the convergent validity of the reflective measurement model is examined through the AVE (average variance extracted) of the construct. Convergent validity is established when AVE values exceed 0.50. The AVE of all the reflective indicators of the study is above 0.685 (AVE>0.50). For assessing discriminant validity, the study has deployed both Fornell-Larker and the Heterotrait-Monotrait ratio (HTMT) criterion. The analysis shows that the square roots of average variance extracted (AVE) of all reflective constructs of the study (the diagonal elements) are larger than their intercorrelations (the off-diagonal elements) and

HTMT ratio of the constructs are also lower than the threshold limit of 0.90, thus showing that the model has excellent discriminant validity.

Structural Model

This section is concerned with the assessment of the VIF, R² and Q² (Predictive relevance) values and also the testing of the main and mediating research hypotheses. The VIF value of all the constructs in the present study is below 3. Further, the central criterion for the structural model's assessment is R² (coefficient of determination) which explains the variance of each endogenous constructs (Suprpto, 2015). This study has found that 52.4% of the variance in service excellence is explained by brand image and customer engagement 42.4% of the variance in customer delight was explained by brand image, customer engagement, and service excellence, thus providing conclusive evidence of model predictive ability. Further, Q² (Predictive relevance) is also one of the methods for determining PLS path model predictive accuracy. After running the blindfolding procedure, Q² values for service excellence (0.410) and customer delight (0.352) has been obtained. According to (Hair et al., 2019) Q² values greater than zero are meaningful, indicating the predictive relevance of the structural model.

Hypothesis Testing

To assess the significance of all path coefficients, this study deployed PLS bootstrapping procedure with 100 cases, 500 subsamples, and no sign changes option (Hair et al., 2013). Hypothesis 1 predicted that brand image has a significant impact on service excellence (T= 5.612, p=0.000). The study also revealed that customer engagement has a positive effect on service excellence (T =3.791, p=0.000). Hence, Hypotheses 2 is also accepted. For hypotheses 3, findings indicated that service excellence leads to customer delight (t=12.733, p=0.000).

Limitations and Future Research

Since the present study has been conducted in the airline industry; hence the findings might not applicable to other industries. Second, this study has studied drivers of airline service excellence from the customer perspective only. Thus, future studies should also consider employee and organisation perspectives while identifying antecedents and consequences of airline service excellence. Third, the current study has conceptualised service excellence as a bi-dimensional construct comprising dimensions, namely personalisation and going the extra mile. Literature documents that reliability, responsiveness and servicescapes are the important dimensions of service excellence. Thus, in the future, researchers could study service excellence as a multi-dimensional construct comprising dimensions such as reliability, responsiveness, servicescapes, personalisation and going the extra mile in the airline industry.

Keywords- Service Excellence, Customer Delight, Customer Engagement, Brand Image

References

- Abdul Aziz, Y., & Wahiddin, K. (2010). Conceptualising the service excellence and its antecedents: The development of the structural equation model. *Journal of Tourism, Hospitality and Culinary Arts*, 2 (1), 1-14.
- Asif, M. (2015). A critical review of service excellence models: Towards developing an integrated framework. *Quality and Quantity*, 49 (2), 763-783.
- Asif, M., & Gouthier, M. H. (2014). What service excellence can learn from business excellence models. *Total Quality Management and Business Excellence*, 25 (5-6), 511-531 DOI:10.1080/14783363.2013.839348
- Coetzee, A., & Coetzee, J. (2019). Service quality and attitudinal loyalty: The mediating effect of delight on retail banking relationships. *Global Business and Economics Review*, 21 (1), 120-138
- Finn, A. (2005). Reassessing the foundations of customer delight. *Journal of Service Research*, 8 (2), 103-116. DOI:10.1177/1094670505279340
- Fisk, R. (2002). Presentation to the 1st international symposium on service engineering and management. *Stuttgart, November*.
- Gouthier, M., Giese, A., & Bartl, C. (2012). Service excellence models: A critical discussion and comparison. *Managing Service Quality: An International Journal*, 22 (5), 447-464. DOI:10.1108/09604521211281378
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31 (1), 2-24. DOI:10.1108/EBR-11-2018-0203
- Hapsari, R., Clemes, M. D., & Dean, D. (2017). The impact of service quality, customer engagement and selected marketing constructs on airline passenger loyalty. *International Journal of Quality and Service Sciences*, 9 (1), 21-40. DOI:10.1108/IJQSS-07-2016-0048
- Liu, M. W., & Keh, H. T. (2015). Consumer delight and outrage: Scale development and validation. *Journal of Service Theory and Practice*, 25 (6), 680-699. DOI:10.1108/JSTP-08-2014-0178
- Padma, P., & Wagenseil, U. (2018). Retail service excellence: Antecedents and consequences. *International Journal of Retail and Distribution Management*, 46 (5), 422-441. DOI:10.1108/IJRDM-09-2017-0189
- Parasuraman, A. B. L. L., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *1988*, 64 (1), 12-40.
- Sekhon, H. S., Al-Eisawi, D., Roy, S. K., & Pritchard, A. (2015). Service excellence in UK retail banking: Customers' perspectives of the important antecedents. *International Journal of Bank Marketing*, 33 (7), 904-921. DOI:10.1108/IJBM-10-2014-0136

- Shafiee, M. M., Sanayei, A., Shahin, A., & Dolatabadi, H. R. (2014). The role of brand image in forming airlines passengers' purchase intention: Study of Iran aviation industry. *International Journal of Services and Operations Management*, 19 (3), 360-376. DOI:10.1504/IJSOM.2014.065370
- Suprpto, M., Bakker, H. L., Mooi, H. G., & Moree, W. (2015). Sorting out the essence of owner–contractor collaboration in capital project delivery. *International Journal of Project Management*, 33 (3), 664-683
- Torres, E. N., & Kline, S. (2006). From satisfaction to delight: A model for the hotel industry. *International Journal of Contemporary Hospitality Management*, 18 (4), 290-301. DOI:10.1108/09596110610665302
- Ziyad, A., Rehman, Z. U., Batool, Z., & Khan, A. H. (2020). Influence of service excellence on consumer satisfaction of ridesharing industry. *International Journal for Traffic and Transport Engineering*, 10 (4), 468-481. DOI:10.7708/ijtte.2020.10 (4).06

The Virtual Evolution: A Deep Dive into Virtual Influencer Marketing Evolution, Strategies, Challenges and Future Trajectories

Ms. Disha Kakkar

University School of Management, Kurukshetra University, Kurukshetra

Dr. Rajan Sharma

Institute of Management Studies, Kurukshetra University, Kurukshetra

Introduction

The study indicates that, although virtual influencer marketing presents exciting possibilities, it also poses challenges such as potential backlash from consumers and navigating the evolving landscape of digital ethics. The concept of virtual influencers, has spurred debates about authenticity, transparency, and the ethical implications of establishing online personas that may not explicitly reveal their artificial nature. Since, consumers may be unaware of the artificial nature of these influencers, it necessitates a delicate balance between creative storytelling and transparent communication to build and maintain trust.

Virtual influencer marketing represents a paradigm shift in the way brands connect with their audiences. Although there is abundance on research on conventional Influencers, little is known about these virtual opinion leaders to date, despite their potential influence particularly in Indian context.

Purpose

This paper's goal is to provide a thorough overview of virtual influencers and their ecosystem, their types, how they potentially benefit the brands, cons of using virtual influencers, ethical considerations involved with the use of Virtual Influencers including the integration of artificial intelligence and augmented reality to enhance the immersive experiences created by virtual influencers. The paper also identifies opportunities for brands to stay at the forefront of this emerging marketing frontier.

Future research directions and managerial implications are also explored.

Keywords- Consumer Engagement, Social Media Marketing, Influencer Marketing, Virtual Influencers, Augmented Reality, Artificial Intelligence, Opinion Leaders, Digital Ethics

References

- Böhndel, M., Jastorff, M., & Rudeloff, C. (2023). AI-Driven influencer marketing: Comparing the effects of virtual and human influencers on consumer perceptions. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4404372>
- Molin, V., & Nordgren, S. (2019). Robot or Human/ ? – The marketing phenomenon of virtual influencers - A case study about virtual influencers' parasocial interaction on instagram. *Uppsala University - Department of Business Studies*, 1–57.
- Robinson, B. (2020). Towards an ontology and ethics of virtual influencers. *Australasian Journal of Information Systems*, 24, 1–8. <https://doi.org/10.3127/AJIS.V24I0.2807>
- Sands, S., Campbell, C. L., Plangger, K., & Ferraro, C. (2022). Unreal influence: Leveraging AI in influencer marketing. *European Journal of Marketing*, 56 (6), 1721–1747. <https://doi.org/10.1108/EJM-12-2019-0949>
- Su, B. C., Wu, L. W., Lin, H., & Lin, C. A. (2023). The mediating effect of herd behavior and brand attitude towards the impact of spokesman credibility, source fit, and online word-of-mouth on purchase intention. *Sustainability (Switzerland)*, 15 (1). <https://doi.org/10.3390/su15010888>
- Wang, C. L. (Ed.). (2023). *The Palgrave handbook of interactive marketing*. Springer Nature. <https://doi.org/10.1007/978-3-031-14961-0>
- Wolff, W. E. M. (2022). *A trend or is the future of influencer marketing virtual? The effect of virtual influencers and sponsorship disclosure on purchase intention, brand trust, and consumer engagement* (Master's thesis, University of Twente).
- Zhang, L., & Wei, W. (2021). Influencer Marketing: a comparison of traditional celebrity, social media influencer, and AI influencer.
- Zhang, Y., & Bi, C. Q. (2022). Association for information systems ais electronic library (AISeL) influencer marketing and commercialization of social media platforms/ : How do consumers react to blurred-boundary influencer marketing and commercialization of social media platforms/ : H. *PACIS 2022 Proceedings*, 188, 1–16.

Factors Influencing Children Buying Behavior with Reference to Premium Game Console Segment in Delhi

Ms. Deepali Chaudhary

Acharya Vishnu GuptSubharti College of Management and Commerce, Meerut

Prof. (Dr.) A.K. Tyagi

Acharya Vishnu GuptSubharti College of Management and Commerce, Meerut

Abstract

Comprehending consumer buying behaviour and the reasons behind it continues to be important in marketing as it enables companies to improve their marketing strategies and increase company performance. Additionally, during recent years, emphasis has been drawn to children as consumers as well as the variables that affect their purchasing decisions. Although the idea of marketing to children is not nascent, the strategies for integrating them into the marketing world are (Cook, 2004). Children's purchasing behaviour is influenced by these marketing strategies with regard to the product, its price, the place of sale, and promotion, as well as other variables like family, peer group and so on. Children were not formerly thought of as an important market segment. But because of shifting socio-economic and demographic forces, the scenario has changed. These days, they are regarded as three markets together. First and foremost, they are seen as the market that is currently spending money on their wants; secondly, they are also seen as the market that will be purchasing the majority of products and services in the future; finally, they are seen as the market that drives the choices and buying habits of their guardians (Neal, 1987). Plus, From the beginning, this generation has been completely surrounded by technology. Young consumers' purchasing habits and preferences have changed as a result of the accessibility of additional information sources and a proliferation of knowledge. This generation places a lot of importance on using new technology for personal development and education (Šramová & Hamranová, 2015). Since young consumers make up a substantial portion of the target audience demography, the marketing industry in Western nations started focusing on children, particularly in the 1960s (Marshall, 2010). But this gentry of consumers was taken into account in developing nations, comparatively later to the West. Academicians, marketers, psychologists and researchers in various other fields have been paying attention to the study of children's consumer behaviour in recent years (Šramová, 2017). Although there have been unlimited literature and research on children as consumer considering the

psychological point of view, determinants that frame children's personality and their role in family purchase decisions, along with external factors; the research on children's behaviour in relation to marketing mix has been scarce, which would be included in this study along with other factors. Further, the premium game console segment may have different impact on different children as this segment does not include simple products that may not be very expensive but it relates to products that are complicated or inclusive of varied features.

In Western research, it has been claimed that children have a significant influence on the decisions made regarding buying children's goods. Since children exhibit distinct needs, wants, convictions, and views, they cannot be understood via the prism of the consumer behaviour of adults (Šramová, 2017). As they get older, their purchasing habits are moulded and established. Therefore, the present paper focuses on children's consumer behaviour with reference to premium game consoles. The objective of the research is to study the factors influencing children buying behaviour with reference to the premium game console segment. The factors influencing the consumer behaviour of children included in the study are product, price, place, promotion, parents, peers and demographics.

The work is based on both primary and secondary sources of information. The primary data was collected by way of a well-structured questionnaire filled out by 100 children from age 9-15 years in Delhi. For this purpose, stratified sampling has been employed. Various literature, journals and other published works related to children's consumer behaviour have been referred to for theoretically supporting the same. The premium segment of game consoles, with a price range from Rs. 20, 000 to Rs. 50, 000 would be considered for this study. SPSS has been used for conducting the analysis.

The findings reveal that the primary factors that influence the consumer behaviour of children are parents and siblings, media and peer groups, however, for the age bracket of 0-2 years, parents and siblings play the major role. From age 2 the extent of influence of other factors including store ambience, understanding of advertisements and promotional efforts, cognition of brands, understanding the value of money and perception of the product along with its features among others increases with an increase in the age of a child. The factors that were less prominent in the early stage become important for the child at progressive stages. The analysis revealed that the major influencing factors to buy premium game consoles are games offered to play and designs and graphics. Also, the findings showed that the majority of the children know about the prices of these game consoles and understand that the range is expensive.

The study includes detailed points with a focus on premium game consoles, hence, the study could be used as the basis by the researchers for further investigations with more intricacies pertaining to other products or in different fields such as psychology, education, etc. Apart from

this, it could be used to some extent by companies and marketers in framing out their strategies and promotional tactics depending on the target group's age and perception of various parameters that affect their purchase decisions.

Keywords- Children, Children's Consumer Behaviour, Influencing Factors, Parents, Peers, Premium Game Consoles.

References

- Cook, D. T. (2004). *The commodification of childhood: The children's clothing industry and the rise of the child consumer*. Duke University Press.
- Marshall, D., & Aitken, R. (2006). Putting brands in the picture: Children's drawings of their favourite things. *ACR Asia-Pacific Advances*.
- McNeal, J. (2007). *On becoming a consumer*. Routledge.
- McNeal, J. U. (1987). *Children as consumers*. Lexington Books.
- Piaget, J. (1947). La psychologie de l'intelligence [The psychology of intelligence]. *Paris: Colin*.
- Šramová, B., & Hamranová, A. (2015). Psychological and social risks of digitalization in adolescents. 256-258. <https://doi.org/10.36315/2022v1end059>
- Šramová, B. (2017). Children's consumer behavior. *Intech Open*, 2, 91-109.

Equity in the Context of Climate: Exploring the Linkages

Prof. Arvind Jasrotia

Department of Law, University of Jammu

Ms. Raghini Wazir

Department of Law, University of Jammu

Backdrop

The principle of CBDR, which is fundamental to operationalizing the notion of equity, has its origins in the 1992 Rio Principles (which emerged from the United Nations Conference on Environment and Development (UNCED) and the UNFCCC (which was negotiated in parallel at Rio). The Rio Principles, albeit soft law, guide not only the UNFCCC but also other multilateral environmental agreements launched at Rio and thereafter. Rio Principle 7, CBDR states that in view of the different contributions to global environmental degradation, States have common but differentiated responsibilities. The developed countries acknowledge the responsibility that they bear in the international pursuit of sustainable development in view of the pressures their societies place on the global environment and of the technologies and financial resources they command. CBDR, as articulated in Rio Principle 7, is linked directly to the contributions to global environmental harm. Further, insofar as the last clause in Rio Principle 7 refers to finance and technology, it anticipates the concept of capability that finds expression in the UNFCCC. Article 3.1 of the UNFCCC (1992) operationalizes equity in the climate regime through the principle of ‘common but differentiated responsibilities and respective capabilities’ and reads The Parties should protect the climate system for the benefit of present and future generations of humankind, on the basis of equity and in accordance with their common but differentiated responsibilities and respective capabilities. Accordingly, the developed country Parties should take the lead in combating climate change and the adverse effects thereof. CBDR is not limited to Article 3 of the UNFCCC, but permeates its balance of responsibilities between countries. CBDR is reflected in the structure of Article 4 of the UNFCCC on commitments. Article 4.1 contains commitments by all Parties, while Article 4.2 adds additional and specific commitments by developed country Parties and others in Annex I. The UNFCCC also refers to CBDR in the chapeau of Article 4.1, which deals with commitments by all Parties. In this context, instead of ‘respective capabilities’ (as referred to in Article 3.1), it adds ‘and their specific national and

regional development priorities, objectives and circumstances'. There are then further commitments to provide finance (Article 4.3), assist with costs of adaptation (Article 4.4) and of technology (Article 4.5). The balance of responsibilities as they were understood in 1992 in the UNFCCC is summarized in Article 4.7, which is frequently invoked by developing country negotiators. It states that 'the extent to which developing country Parties will effectively implement their commitments under the Convention will depend on the effective implementation by developed country Parties of their commitments'. The UNFCCC also contains a number of specific commitments on adaptation that various categories of countries are to undertake (Articles 4.8 and 4.9), which have been seen by some as being 'in keeping with the principle of common but differentiated responsibilities and respective capabilities'. Arguably, differentiation between countries based on CBDR & RC involves 'two markers of differentiation: contribution to environmental degradation and capacity/resources to take response measures'. The use of the term 'respective capabilities' in addition to CBDR suggests that there are two bases for differentiation – one based on capability, and another that draws from Rio Principle 7 which contains a definition of CBDR based on the contribution to environmental harm. Both Rio and the UNFCCC strongly emphasize the 'common' responsibility that states share towards the chosen environmental goal. Read in conjunction with Article 2 of the UNFCCC (Objective), it is implied that differentiation must be in service of the common environmental goal, and if differentiation detracts from it, it will have gone too far.

Methodology

The proposed research work is primarily Doctrinal in nature. Understandably, the problem in hand is of current importance and has vital relevance for all times to come. The researcher shall use primary sources of study, which shall include various conventions of International Human Rights Law and International Environmental Law, as well as the statutory laws, and the subordinate legislation framed there under, the Constitution, the policy resolutions and the various cases decided by the courts in the evolution of environmental jurisprudence.

Research Gap

Climate change is the defining human development challenge for the 21st century that represents the greatest existential threat for humankind and non-human nature. Human activities being the dominant cause of observed global warming, IPCC – AR6 warns that warming of the climate system will affect the basic elements of life for people around the world -- access to water, food production, health, and the environment. These impacts interfere with the effective enjoyment of human rights. The postures advocated by different states have drawn the contours of a wider equity debate between North and South in its climate journey from Rio to Paris.

Overview of Findings and Conclusion

The negotiating process for the climate change regime has proved to be one of the most contentious in the history of multilateral environmental agreements. The principle of Common, but Differentiated, Responsibilities and Respective Capabilities (CBDR & RC) is fundamental to the UNFCCC process that addresses both responsibility and capability in a changing world and aspires to form part of the overall legally binding agreement with symmetry in some respects and differentiation in others to the commitments and actions contained therein as regards to mitigation, adaptation, means of implementation and loss and damage.

Keywords- CBDR & RC, UNFCCC, RIO Principles.

References

- UNFCCC (United Nations Framework Convention on Climate Change). (1992). United Nations Framework Convention on Climate Change. New York, NY: United Nations. Retrieved October 8, 2011, from <http://unfccc.int/resource/docs/convkp/conveng.pdf>
- UNFCCC (United Nations Framework Convention on Climate Change). (2008). Decision 1/CP.13. Bali action plan (FCCC/CP/2007/6/Add.1). Bonn: United Nations Framework Convention on Climate Change Secretariat.
- UNFCCC (United Nations Framework Convention on Climate Change). (2010). Decision 2/CP.15: Copenhagen Accord. Noted in COP Report (FCCC/CP/2009/11/Add.1). New York: United Nations.
- UNFCCC (United Nations Framework Convention on Climate Change). (2011). Decision 1/CP.16: The Cancun Agreements: Outcome of the work of the Ad Hoc Working Group on Long-term Cooperative Action under the Convention (FCCC/CP/2010/7/Add.1). New York: United Nations.
- Biermann, F., Pattberg, P., Van Asselt, H., & Zelli, F. (2009). The fragmentation of global governance architectures: A framework for analysis. *Global Environmental Politics*, 9 (4), 14-40.
- Ellis, J., Briner, G., Dagnet, Y., & Campbell, N. (2011). Design options for international assessment and review (IAR) and international consultations and analysis (ICA). <https://doi.org/10.1787/2227779x>
- Intergovernmental Panel on Climate Change (IPCC). 2013. Climate change 2013: The physical science basis IPCC working group I contribution to the fifth assessment report.
- Urpelainen, J., & Van de Graaf, T. (2018). United States non-cooperation and the Paris agreement. *Climate Policy*, 18 (7), 839-851.
- Klinsky, S. (2018). An initial scoping of transitional justice for global climate governance. *Climate Policy*, 18 (6), 752-765.

- Beermann, J., Damodaran, A., Jörgensen, K., & Schreurs, M. A. (2016). Climate action in Indian cities: an emerging new research area. *Journal of Integrative Environmental Sciences*, 13 (1), 55-66.
- Jörgensen, K., Jogesh, A., & Mishra, A. (2015). Multi-level climate governance and the role of the subnational level. *Journal of Integrative Environmental Sciences*, 12 (4), 235-245.
- Rangarajan, M. (2008). Environmental Issues in India: A Reader. *Conservation and Society*, 6 (3), 271
- Ramesh, M. (2018). *The Climate Solution: India's Climate-Change Crisis and What We Can Do about It*. Hachette UK.

Analysing the Effect of Social Media Communication on Destination Loyalty: A Study of Ladakh Tourism

Dr. Farah S Choudhary

The Business School, University of Jammu

Ms. Najma Khatoon

The Business School, University of Jammu

Backdrop

With time, social media has developed to become an indispensable tool for the tourism sector, influencing travellers' methods of discovery, interaction, and dissemination of their travel experiences. With the help of social media, users may explore new places, post photos and travelogues with friends and followers, and trade travel advice. Travel and tourism industries have been investing in social media platforms as a means of boosting their marketing and advertising campaigns in the connected world (Wang and Zhou, 2014). In addition, tourism not only supports global economic growth but also helps countries enhance and magnify their foreign exchange gains (Rudolf and Trun, 2021; Sharma and Bhat, 2022). Due to the dramatic increase in social media usage, tourists are now able to pick their locations by depending on the information provided by these platforms (Dollahride, 2023). Ladakh has been able to solidify its position as one of the top travel destinations since the emergence of social media, as seen by the abundance of posts on Ladakh tourism on these platforms. The official Ladakh tourism organization plans to enhance its online presence across all major social media networks, including as Facebook, Instagram, YouTube, Linked In, and Twitter. To increase awareness of Ladakh tourism, increase the region's visibility in international travel markets, and provide an easy-to-use platform for exchanging thoughts and feedback, the main objective of this action was to connect with the world's rapidly expanding netizen population. Owing to its remarkable topography, customs, culture, and other attributes, Ladakh has the potential to emerge as a premier tourism destination for tourists from both domestic and international markets. Social media platforms facilitate user interaction with material uploaded by friends and other users through a variety of features including sharing, liking, and commenting. There are several ways in which social media communication affects loyalty. On the one hand, these features can improve the user experience by allowing people to interact with others who share their interests, look for suggestions, and have their choices socially validated. Positive interactions like these can increase visitors' sense

of affinity and belonging to the platform. Conversely, negative conversations or experiences shared on social media can have unfavorable effects, possibly ending visitors' loyalty and harming brands' or organizations' reputations. The study's primary goal is to investigate how social media platforms' sharing and communication features affect users' loyalty. In this sense, loyalty describes people's ongoing devotion to and preferences for a certain platform, organization, or brand. This study tries to provide information on the basic mechanisms that sustain users' loyalty in the digital sphere by examining the function of communication on social media.

Purpose

This research paper's goal is to determine whether social media communication has an impact on the loyalty of visitors. The study will explore the correlation between social media activity and visitors' loyalty by examining social media engagement.

Design/Methodology/Approach

The current study is based on the variables evaluated and measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The research will take the form of surveys and a total of 250 questionnaires given to visitors at various locations of the Ladakh region, asking them about their social media actions and how they relate to loyalty. The data were analyzed using, confirmatory factor analysis, and structural equation modeling.

Findings

The study's findings will shed important light on the interconnectivity between social media activity, visitor loyalty, and the tourism industry.

Implications

The study highlights the significance of social media communication as one of the primary driving forces behind building a favorable destination image and, consequently, visitor loyalty. The study's conclusions demonstrate how social media marketing and communication initiatives may raise tourists' awareness of environmental concerns related to tourist destinations, thereby encouraging them to make another trip. Social media information sources bring up new channels for the tourism industry, which helps them better research and market the destination's image. The study's conclusions offer recommendations and support the travel and tourism sector overall. Travel agents and hoteliers leave a good impression on guests and encourage them to return by sharing and posting reels, status updates, videos, pictures, product reviews, and blogs. Knowing what attracts both current and potential visitors in common is crucial for the tourism sector to thrive. Customers will debate brands, ask for assistance, and post reviews of their interactions with hospitality firms on a variety of social media platforms.

Conclusion

The technological marvel that is social media has revolutionized digital technology. Websites related to social media include blogs, Google, YouTube, Facebook, Instagram, Twitter, and Google+. It is possible to create and share information, ideas, opinions, and interests with online communities and groups. Social media has a major role in the tourism industry's performance. Most destinations have sought for innovative ways to improve the quality of exhibits and other services for both present and potential guests. This study aims to provide helpful information to organizations aiming to maximize their usage of social media platforms by shedding light on the mechanism by which involvement in these platforms influences consumer loyalty. The factorial structure was validated using confirmatory factor analysis (CFA) after the data had been purified using exploratory factor analysis (EFA). The testing of hypotheses was done using structural equation modeling. Not just to find out how much is examined, but also to look at how the social media sharing feature affects users' loyalty and how the discussion feature affects users' loyalty. This study intends to provide helpful information to organizations trying to make the most of these platforms by shedding light on the mechanism via which engagement in social media influences consumer loyalty.

Keywords- Social-Media, Communication, Destination Image, Loyalty, Tourists.

Reference

- Bangare, M. L., Bangare, P. M., Ramirez-Asis, E. & Bhat, D.A.R. (2022). Role of machine learning in improving tourism and education sector. *Materials Today: Proceedings*, 51, 2457-2461. <https://doi.org/10.1016/j.matpr.2021.11.615>.
- Dollarhide, M. (2023). Social Media: Definition, effects, and list of top apps. Retrieved from Investopedia: <https://www.investopedia.com/terms/s/social-media.asp>.
- Tran, N. L., & Rudolf, W. (2022). Social media and destination branding in tourism: a systematic review of the literature. *Sustainability*, 14 (20), 13528.
- Zhou, L., & Wang, T. (2014). Social media: A new vehicle for city marketing in China. *Cities*, 37, 27-32.

You are What You Eat: Unveiling the Role of Consumer Psychographics in Shaping Intention towards Organic Food

Mr. Peerzada Munaqib Naseer

*Department of Management Studies, University of Kashmir, Srinagar,
Jammu and Kashmir, India*

Dr. Sheikh Basharul Islam

Akal Business School, Akal University, Punjab, India

Prof. Mushtaq Ahmad Darzi

*Department of Management Studies, University of Kashmir, Srinagar,
Jammu and Kashmir, India*

Research Problem

Amidst the critical global challenge of escalating population, projected to soar to 9.7 billion by 2050 as per UN DESA (2019), the imperative for sustainable and eco-friendly food production is paramount. Organic farming, characterized by its environmentally considerate practices, emerges as a potent alternative to conventional agricultural methodologies (Kum et al., 2021).

Research Gap

A gap persists in comprehending how consumer psychographics, especially social and self-identity, influence intentions towards organic food consumption (Saleki et al., 2019).

Research Objective

The study aims to fill this gap by integrating consumer psychographics in the context of organic food preferences and examining its influence on consumer intention.

Research Methodology

A survey by questionnaire method was adopted to collect data from 350 Indian consumers using purposive sampling technique. The partial least square structural equation modelling was used to test the conceptual model and validate the research hypotheses. Also, PLS-predict and blindfolding was done to check for predictive relevance and predictive power of the proposed model.

Findings

The findings of the study reveal that purchase intention is strongly influenced by self-identity, social identity, attitude, subjective norms and perceived behavioral control (Bartels & Onwezen,

2014; Tuan & Vinh, 2016; Saleki et al., 2019; Boobalan et al., 2021). Additionally, attitude, subjective norms and perceived behavioral control significantly mediate the relationship of self-identity as well as social identity with purchase intention. Furthermore, the findings reveal moderate predictive relevancy and predictive power of the proposed model. The findings will help marketers in tailoring campaigns that would resonate with personal values, leveraging social norms, and ensuring accessibility and awareness that can lead to successful marketing outcomes.

Limitations and Future Research

The study is cross-sectional in nature that limits the ability to infer causality. For future research, it would be beneficial to conduct longitudinal study to track changes overtime. Also, the study is measuring intention and not actual behavior. So, future studies should report actual behavior in context of organic food consumption.

Keywords- Self-identity, Social identity, Theory of Planned Behavior, Purchase intention, Organic food.

References

- Bartels, J., & Onwezen, M. C. (2014). Consumers' willingness to buy products with environmental and ethical claims: the roles of social representations and social identity. *International Journal of Consumer Studies*, 38 (1), 82-89.
- Boobalan, K., Nawaz, N., RM, H., & Gajenderan, V. (2021). Influence of altruistic motives on organic food purchase: Theory of planned behavior. *Sustainability*, 13 (11), 6023.
- IFOAM Organics Europe (2022). Organic Agriculture and its Benefits for Climate and Biodiversity. Available at: https://www.organicseurope.bio/content/uploads/2022/04/IFOAMEU_advocacy_organic-benefits-for-climate-and-biodiversity_2022.pdf?dd (Accessed June 10, 2023).
- Kum, C. T., Tening, A. S., Ngwabie, M., & Tsamo, C. (2021). Sustainable farming practices: knowledge and practices of smallholder farmers in Bamenda highlands, Cameroon. *Current Journal of Applied Science and Technology*, 40 (24), 26-39.
- Saleki, R., Quoquab, F., & Mohammad, J. (2020). Factor affecting consumer's intention to purchase organic food: empirical study from Malaysian context. *International Journal of Business Innovation and Research*, 23 (2), 183-204.
- Tuan, T. N., & Vinh, T. T. (2016). An exploration in the theory of planned behavior: A case of organic food in Vietnam. *International Journal of Applied Business and Economic Research*, 14 (6), 4951-4972.

Empowering Women Entrepreneurs: Evaluating the Impact of Government Schemes on Socio-Economic Change

Ms. Sonali Vaid

The Business School, University of Jammu

Dr. Saloni Devi

The Business School, University of Jammu

Prof. Vinay Chauhan

The Business School, University of Jammu

Backdrop

In India, being a female entrepreneur is a difficult journey because families and society do not encourage aspiring businesswomen. With the financial and educational backing from the Indian government, women are excelling in every industry. Women are still unable to launch their own enterprises due to social, cultural, and financial obstacles, despite the efforts of our country to promote women's rights. The absence of an entrepreneurial climate is the primary problem. This study highlights some of the obstacles that women face on the path to entrepreneurship, including pressure to conform to gender norms and a lack of support from families, particularly married ones. These female leaders are bold, confident, and willing to take chances. In the customary Indian society, men are expected to take care of their spouse, children, and other family members, while women are always viewed as inferior to them. Nonetheless, the 21st-century Indian women stand out from the previous generation due to the ease with which women can access education, as well as government loans, grants, and subsidies specifically designated for their needs. It is women that initiate new business ventures, see them through to completion, oversee operations, integrate production, take calculated risks, and navigate the associated financial challenges. Women who are entrepreneurs can improve their social and familial lives and are driven to change the world. In any nation, women's entrepreneurship is essential. Indian women's fight to carve out a place for themselves is almost over. The Indian government, seeing the importance of empowering women entrepreneurs and fostering women's empowerment, has introduced a number of programs that would support these individuals financially while also encouraging their contribution to the nation's financial inclusion. With the aid of these programs, the government hopes to improve the social and economic standing of women generally. This research paper aims to assess the government of India's schemes and policies for assisting female entrepreneurs.

Abstract

A single woman or a group of women who start, run, and own a business using their own concepts are known as women entrepreneurs. In every country, Micro, Small, and Medium-Sized Enterprises (MSME) are an integral element of the economy. Compared to large industries, it offers employment prospects at a cheaper capital cost. The GDP rate (gross domestic product) of the nation will rise if MSMEs flourish. In addition to boosting the economy, women business owners are crucial to an organization's ability to innovate and engage its workforce (Goel & Madan, 2019). The nation's skill development and upgrading are under the jurisdiction and control of the Ministry of Skill Development and Entrepreneurship (MSDE). By constructing the framework for technical and vocational training, upgrading existing skills, developing new ones, and encouraging creative thinking, it seeks to close the skills gap between the supply and demand for skilled labor. The four-decade-old method of rescuing people from poverty—microcredit—provides a boost to women's well-being in particular. Due to gender bias, women frequently miss out on official credit opportunities (Chaudhuri et al, 2020). The gender gap that exists in the credit market is bridged and filled by microcredit (Wellalage and Thrikawala, 2021). Women are further encouraged to pursue entrepreneurship by having easy access to affordable finance, which ensures their financial independence and promotes their empowerment. Owning a source of income improves a woman's rights and well-being and supports "her voice within and beyond her family" (Sen, 1990). Additionally, her ability to manage her income and other financial resources is crucial to the upbringing of their dependents, particularly the children (UN Women, 2019). A report (Global Entrepreneurship Monitor, 2020) claims that women can overcome financial adversity by pursuing entrepreneurial endeavors. Furthermore, a nation's socioeconomic development greatly depends on the involvement of women in productive economic activity. Therefore, in addition to offering loans without collateral, the program also charges female beneficiaries cheaper interest rates in an effort to promote female participation. After the PMMY has been running for five years, the program claims that 68% of the loan accounts are held by female beneficiaries (MUDRA, 2020).

Research Gap

There are significant gaps in research on women's entrepreneurship and related programs for driving change, which obstructs overall progress. There are several government programs designed to support women who want to start their own businesses, but there aren't many comprehensive studies that assess the long-term effects of these efforts. It is essential to comprehend the subtleties of these programs' efficacy in enabling women to spearhead change in the corporate environment. Furthermore, not enough research has been done on the intricate interplay between socioeconomic status, ethnicity, and geography that affect women, nor the

range of issues they confront. In addition, a comprehensive understanding of the effectiveness of these schemes is hampered by the paucity of qualitative research that documents the stories and real-world experiences of female entrepreneurs navigating them. Filling in these research gaps is essential to developing inclusive and targeted policies that support real change and female entrepreneurship empowerment, resulting in a more fair and resilient business climate.

Methodology

Examining the dynamic interaction between women's entrepreneurship and government initiatives as change-leading catalysts requires a thorough methodology that integrates qualitative and quantitative methods. First off, utilizing qualitative techniques like focus groups, in-depth interviews, and case studies enables a thorough investigation of the realities, perspectives, and difficulties encountered by female entrepreneurs who gain from these initiatives. Rich insights into the complex elements determining involvement, efficacy, and the socio-cultural circumstances impacting entrepreneurial initiatives are offered by this qualitative portion of the research. Simultaneously, mixed method approach aid in measuring the influence of these programs on the expansion of businesses, financial empowerment, and the success rates of women-owned businesses in general. Furthermore, a more comprehensive understanding of the differing efficacy of these programs can be obtained by doing such analysis. A complete knowledge of the mechanisms via which government initiatives and women's entrepreneurship meet to produce revolutionary change in the entrepreneurial landscape is ensured by a mixed-methods approach that combines quantitative data with qualitative narratives.

Implications

According to CMIE data, the pandemic has resulted in job losses across a range of industries (Maity et al., 2020). Due to a lack of other income sources brought on by the closure of businesses and informal production, migrant workers were compelled to return home and rely on their prior savings, government assistance, or any income from a spouse, if any. According to Agarwala et al. (2021) and Sahu et al. (2020), financial support via microcredit programs like Mudra Yojana may promote self-employment, which may guarantee rural development. The government's effort to increase these loans and schemes budget in these hard times could help and contribute to rural development through entrepreneurship.

Conclusion

In a nutshell the examination of women's entrepreneurship in tandem with government initiatives aimed at spearheading transformation reveals a complex environment characterized by advancements as well as enduring obstacles. By combining qualitative and quantitative methods, this study sheds light on the complex effects that these programs have on women-owned enterprises. The report recognizes the progress made in empowering women entrepreneurs, but it

also emphasizes the need for more intersectional, inclusive, and long-lasting support systems that are suited to a range of socioeconomic situations. Furthermore, the qualitative narratives underscore the need of tackling socio-cultural obstacles and cultivating an atmosphere that supports the expansion of entrepreneurship. Through the use of these results, decision-makers, interested parties, and assistance providers can enhance current programs and develop novel approaches to enable female entrepreneurs, consequently cultivating a more just, robust, and revolutionary environment for corporate leadership and transformation. This study advocates for complete policies that actually empower women in their entrepreneurial endeavours and significantly alter society, and it provides a basis for further investigation and action.

Keywords- Government Schemes, Socio-Economic Change, Women Entrepreneurs

References

- Agarwala, V., Sahu, T. N., & Maity, S. (2022). Efficiency of public sector banks in achieving the goal of PMJDY and PMMY. *International Journal of Economics and Business Research*, 24 (1-2), 234-256.
- Sahu, T. N., Agarwala, V., & Maity, S. (2021). Effectiveness of microcredit in employment generation and livelihood transformation of tribal women entrepreneurs: evidence from PMMY. *Journal of Small Business and Entrepreneurship*, 1-22. doi.org/10.1080/08276331.2021.1928847.
- Maity, S and TN Sahu (2020). Women entrepreneurs and determinants of their success: An empirical study. *Small Enterprises Development, Management and Extension Journal*, 47 (2), 115–129.
- Maity, S, N Sen and TN Sahu (2020). Covid-19: Triggers fear psychosis among private sector employees. *Journal of Labor and Society*, 23 (4), 503–13. doi.org/10.1111/lands.12490.
- Goel, N., & Madan, P. (2019). Benchmarking financial inclusion for women entrepreneurship – a study of Uttarakhand state of India. *Benchmarking*, 26 (1), 160–175. <https://doi.org/10.1108/bij-01-2018-0023>
- Chaudhuri, K, S Sasidharan and RSN Raj (2020). Gender, small firm ownership and credit access: Some insights from India. *Small Business Economics*, 54 (4), 1165–81.
- Wellalage, N. H., & Thrikawala, S. (2021). Bank credit, microfinance and female ownership: Are women more disadvantaged than men?. *Finance Research Letters*, 42, 101929. <https://doi.org/10.1016/j.frl.2021.101929>
- Sen, A., & AL, M. (2021). Women Entrepreneurship. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18 (09), 69-77.
- CITIES, S. (2019). Safe cities and safe public spaces for women and girls global flagship initiative: International compendium of practices.
- Zambrano, J., & Ordeñana, X. (2020). Global Entrepreneurship Monitor. *ESPAE Escuela de Negocios de la ESPOL Ecuador*.

A Proposed Framework for Measuring Corporate Governance Practices in India

Mr. Resham Goyal

*Department of Commerce, Hemvati Nandan Bahuguna Garhwal University,
Srinagar, India*

Prof. R.C. Dangwal

*Department of Commerce, Hemvati Nandan Bahuguna Garhwal University,
Srinagar, Uttarakhand, India*

Abstract

The question of an effective corporate governance structure has been a focal point of recent reforms in several countries. The significance of an organization's corporate governance practices stems from the fact that they are said to have an impact on a variety of factors such as firm performance (Chauhan et al. 2016; Mishra & Mohanty, 2014), market return (Sarkar et al., 2012), international competitiveness (Subramanian & Reddy, 2012), sustainability practices (Shrivastava & Addas, 2014), and so on. Moreover, a number of institutional investors are shifting their focus to the governance practices of the companies in which they invest, with the conviction that these practices have the potential to affect the performance of a company. This paper presents a detailed examination of corporate governance indices developed and published in India from 2000 to 2020 (Chatterjee, 2011; Gulati et al., 2020; Kohli & Saha, 2008; Mishra & Mohanty, 2014; Qurashi, 2018). The majority of the previous indices were based on clause 49, which was enacted by SEBI in the year 2000 to govern the separation and exercise of power in Indian corporations. However, the said clause on corporate governance was replaced by the Listing Obligation and Disclosure Requirement in the year 2015. Given the scarcity of studies that have sampled after 2015 and corporate governance practices following the revision of the corporate governance code (Almaskati et al., 2020), the current study proposes a framework to measure corporate governance practices in India that captures the major features of new corporate governance regulation, namely the Listing Obligation and Disclosure Requirement (LODR, 2015) including the essence of previous literature. The internal stakeholders with a crucial role in influencing corporate governance decisions, including Shareholders, Board, and Top Management (Kalashree, 2018; Licht, 2013), were considered for developing the indexes. Three sub-indices were created: a shareholder sub-index, a board sub-index, and a senior management sub-index. The aggregation of these three sub-indices resulted in the creation of an

overall corporate governance index. It took us six phases to collect, segregate, categorize, add, compile, and finalize a comprehensive corporate governance index (Figure 1).

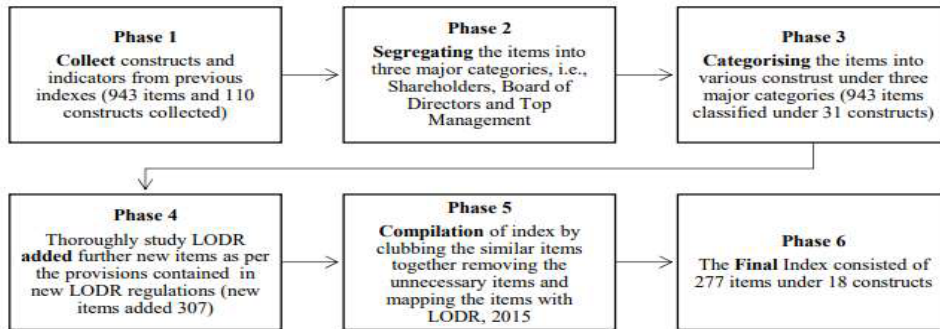


Figure 1 : Phases involve in Index Finalization.

The two sub-indices framed i.e., the board sub-index and the shareholder sub-index comprised of 12 and 6 construct respectively. The top management sub-index was farmed overall with the help of 29 indicators. The constructs use to measure the board sub-index were: Audit Committee (16); Risk Management Committee (12); Shareholder/ Stakeholder Relationship Committee (8); Nomination and Remuneration Committee (10); Independent Directors (12); Board Composition (13), Board Procedure (7); Vigil Mechanism (2); Director’s Competence/ Training/ Evaluation (6); Restriction on the Board (7); Board Attendance (4); Fee/ Remuneration/ Compensation (4). The shareholder’s sub-index was measured with the help of constructs like Shareholder’s Rights (6); Well Informed Shareholders (74); Dividend (6); Grievance Redressal (5); Safeguarding Shareholder’s Interest (48); General Meeting (8). The numbers in the brackets after each construct indicate the number of items under each construct. The previous indices differ at different levels, since diversity in measuring corporate governance practices has been demonstrated through the application of 110 different constructs by different authors. This eventually leads to disagreements among the studies over their results and findings. The present study Phase 1 Collect constructs and indicators from previous indexes (943 items and 110 constructs collected) Phase 2 Segregating the items into three major categories, i.e., Shareholders, Board of Directors and Top Management Phase 3 Categorising the items into various construst under three major categories (943 items classified under 31 constructs) Phase 4 Thoroughly study LODR added further new items as per the provisions contained in new LODR regulations (new items added 307) Phase 5 Compilation of index by clubbing the similar items together removing the unnecessary items and mapping the items with LODR, 2015 Phase 6 The Final Index consisted of 277 items under 18 constructs proposes an overall corporate governance

index using the essence of old indices and new regulatory regime, in order to capture the corporate governance practices of Indian corporate sector in best possible manner.

Keywords- Corporate Governance Practices, LODR Regulations, Stakeholders

References

- Almaskati, N., Bird, R., & Lu, Y. (2020). Corporate governance, institutions, markets, and social factors. *Research in International Business and Finance, 51*, 101089.
- Chauhan, Y., Lakshmi, K. R., & Dey, D. K. (2016). Corporate governance practices, self-dealings, and firm performance: Evidence from India. *Journal of Contemporary Accounting and Economics, 12* (3), 274-289.
- Kalashree, (2018). Corporate Governance Practices of Pharmaceutical Industry in India. [Doctoral Thesis, University of Mysore Mysuru]
- Mishra, S., & Mohanty, P. (2014). Corporate governance as a value driver for firm performance: Evidence from India. *Corporate Governance, 14* (2), 265-280.
- Sarkar, J., Sarkar, S., & Sen, K. (2012). A corporate governance index for large listed companies in India. Pace University Accounting Research Paper, (2012/08).
- Shrivastava, P., & Addas, A. (2014). The impact of corporate governance on sustainability performance. *Journal of Sustainable Finance and Investment, 4* (1), 21-37.
- Subramanian, S., & Reddy, V. N. (2012). Corporate governance disclosures and international competitiveness: A study of Indian firms. *Asian Business and Management, 11*, 195-218.
- Licht, Amir N. (2013). Corporate Governance. In *Handbook of Key Global Financial Markets, Institutions, and Infrastructure*. Edited by Douglas W. Arner, Thorsten Beck, Charles W. Calomiris, Larry Neal and Nicolas Veron. Cambridge: Academic Press, pp.369–78.
- SEBI. (2015). Listing Obligation and Disclosure Requirements.
- Chatterjee, D. (2011). A content analysis study on corporate governance reporting by Indian companies. *Corporate Reputation Review, 14*, 234-246.
- Gulati, R., Kattumuri, R., & Kumar, S. (2020). A non-parametric index of corporate governance in the banking industry: An application to Indian data. *Socio-Economic Planning Sciences, 70*, 100702.
- Kohli, N., & Saha, G. C. (2008). Corporate governance and valuations: Evidence from selected Indian companies. *International Journal of Disclosure and Governance, 5* (3), 236-251.
- Mishra, S., & Mohanty, P. (2014). Corporate governance as a value driver for firm performance: evidence from India. *Corporate Governance, 14* (2), 265-280.
- Qurashi, M. H. (2018). Corporate governance code comparison for South Asian emerging economies. *International Journal of Law and Management, 60* (2), 250-266.

Personality Traits, Financial Literacy, and Financial Behavior: A Mediating Role Analysis

Dr. Mamta Sharma

Model Institute of Engineering and Technology, Jammu

Dr. Vijay Kumar Gupta

Indian Institute of Management, Jammu

Purpose

Personality plays a pivotal role in shaping the mindset and behaviour of an individual and financial literacy is noteworthy in developing sound financial behaviour, with this context the purpose of this paper is to examine the influence of personality traits on financial behaviour. The study analyses the influence of financial literacy on financial behaviour and examine the mediating role of financial literacy between personality traits and financial behaviour.

Design/Methodology

The research conducted for this study was descriptive in nature, and a cross-sectional research design was used to collect primary data through a structured questionnaire. The sample size for the study consisted of 400 postgraduate students.

Findings

The research found a positive correlation between personality traits and financial literacy, as well as between financial literacy and financial behavior. Financial literacy acts as a mediator between personality traits and financial behavior. Additionally, the results indicate a low level of financial literacy among Post Graduate students.

Research Limitations/Implications

The present study was restricted to only Jammu and Kashmir and used cross sectional research further longitudinal research can also be conducted. The present study will be useful for the government, industry and policy makers to frame the policies and programs to promote the financial literacy level to develop the sound financial behaviour that can be done through successfully implementing the financial education program.

Originality/value

Few studies had been conducted in context to the model that had been used in this study.

Keywords- Financial Behaviour, Financial Literacy, Households, Personality traits, Students

Impact of Covid-19 on the Online On-Demand Home Services Market

Ms. Rajwinder Kaur

Sri Guru Granth Sahib World University, Fatehgarh Sahib

Abstract

The recent outbreak of COVID-19 has affected the online on-demand home services market in a big way. Despite the fact that the pandemic took a toll on the arena economy, the demand for distributed data increased due to the pandemic. As a result, the big players took full advantage of the emergency to reform their business units. There was a rapid boom in the field of online offerings, which essentially helped in accelerating the growth of the market. Additionally, during the pandemic, a large population inclined towards digitization and seamlessly adopted smartphones, resulting in a boom in internet access. Thus, the market witnessed a rising demand even during the pandemic. As a result, the increased demand during the entire lockdown rules has basically helped in providing momentum to the market. The COVID-19 pandemic has redefined the parameters of Online On-Demand Home Offerings across several industries and considering the improved security requirements, government policies, activity market demand conditions, inventory and their current business venture/operating fashion, Implementation has led to service vendors for business methods and value propositions. This has additionally influenced the characteristics and formation of the latest organizations.

Keywords- Covid-19, Online, Growth, Industry

References

- Carvalho, T., Krammer, F. & Iwasaki, A. (2021). The first 12 months of COVID-19: A timeline of immunological insights. *National Review of Immunology*, 2, 245–256.
- Crispell, D. (2020). Report: Impact of COVID-19 on consumer behaviour. Growth from Knowledge.
- Dannenber, P., Fuchs, M., Riedler, T., Wiedemann, C. (2020) Digital Transition by COVID-19 Pandemic?. *The German Food Online Retail*, 111, 543-560.
- Garcia, M., Poz-Molesky, J., Usley, C., & Karniouchina, E.V. (2021). Rising on the storm: A comparison of the characteristics of entrepreneurs and new ventures during and before the Covid-19 pandemic. *Rutgers Business Review*, 6 (3), 244-262.

Results Only Work Environment— An Innovative Approach

Dr. Neha Gupta

ICccR & HRM, University of Jammu, Jammu

Dr. Swati Sharma

ICccR & HRM, University of Jammu, Jammu

Backdrop

The financial services, like banking are a bundle of jobs related to customer relationship, informed and expert advice, future security and returns. All these jobs require good customer relationship skills, analytical skills, domain knowledge of securities market and different industries, and ability to retain and expand relationships (Meng & Berger, 2019). The customer will be satisfied and will become a ‘partner’, only if the company is successful in delivering in an efficient manner. Every employee who has successfully delivered these expectations has attained the results required for their job. ROWE is a possibility in this sector, as results are directly related to the employee relationship and performance in most of the cases.

Research Gap

In the current global meltdown in the financial markets, the concept of results-based performance management is questioned. But the concept of ROWE can still be implemented in the financial services sector, provided the results are well-defined and take into consideration, the short-term and the long-term requirements for the organization and the customer. ROWE will be a useful performance management tool in the above sectors, if the organization defines results properly and conservatively rewards the employee.

Methodology

The present study aims to understand Results-Only Work Environment (ROWE), a twenty-first century management concept and model invented at Best Buy company.

Findings

Though the concept is revolutionary but by changing the organizational culture and leadership, it can be applied to a majority of jobs in this sector. Findings show that physical working environment has an impact on the motivation of the employees to perform. It is the

responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job. By having a result-oriented environment, the employees could apply their energy and their full attention to perform work Vischer, (2007). Cummings and Schwab (2003) mentioned the connection between leadership behavior, flexible working hours and employees performance. It is further supported by Maritz (1995) who reported that effective leadership behavior facilitates the attainment of the subordinate's desires, which then results in effective performance. Further, the concept of ROWE views employee empowerment as a key factor of continuous improvement that enables organizations to achieve an effective and lean workforce environment.

Conclusion

Results-Only Work Environment (ROWE) is a revolutionary concept introduced successfully in the retail industry. The present research attempts to study the applicability of ROWE as a tool to enhance efficiency in the banking sector. Though the concept is revolutionary and requires changes in organizational culture and leadership, it can be applied to a majority of jobs in financial sector. Switching to a results-only workplace is a big transition, but it may pay off for the institution in the long run in terms of higher job satisfaction, lower turnover, and better profits. Therefore, the present study aims to draw a conceptual model that depicts the relationship between ROWE and organizational efficiency.

Keywords- Results, Work, Environment, Efficiency, Performance

References

- Vischer, J. C. (2007). The effects of the physical environment on job performance: towards a theoretical model of workspace stress. *Stress and health: Journal of the International Society for the Investigation of Stress*, 23(3), 175-184.
- Cummings, L. L., & Schwab, D. P. (1973). *Performance in organizations: Determinants & appraisal*. Glenview: Scott, Foresman and Company.
- Maritz, D. (1995). Leadership and mobilizing potential. *Human Resource Management*, 10(1), 8-16.
- Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*, 45(1), 64-75.

The Role of Individual Level Culture in the UTAUT: Exploring the Determinants of Intention to Use Online Shopping

Dr. Swati Sharma

ICccR and HRM, University of Jammu

Dr. Neha Gupta

ICccR and HRM, University of Jammu

Backdrop

India has experienced a boom in internet and smartphone penetration in recent years. The number of internet connections in 2021 increased significantly to 830 million, driven by the 'Digital India' programme (IBEF, 2023). In line with the report by IBEF (2023), this rapid rise in internet users and smartphone penetration along with rising incomes has assisted the growth of India's e-commerce sector. According to a Deloitte India Report, as India is moving towards becoming the third-largest consumer market, the country's online retail market size is expected to reach US\$ 325 billion by 2030, up from US\$ 70 billion in 2022, largely due to the rapid expansion of e-commerce in tier-2 and tier-3 cities. Present research advances the body of knowledge on e-commerce acceptance by providing new insights into factors affecting the acceptance and how culture influences individual use behaviour in tier-2 cities namely Jammu and Chandigarh. The study combines the unified theory of acceptance and use of technology (UTAUT) model of Venkatesh et al., (2003), with personal cultural orientations from Piyush (2010) to highlight the role of performance expectancy, effort expectancy, social influence and personal cultural orientation as main factors affecting the intention of the targeted group towards online shopping. The result of the research shows that amongst identified factors namely performance expectancy, effort expectancy, and personal cultural orientations all were found to have significant influence on behavioural intention to online shopping with effort expectancy having the maximum impact on the intention.

Objectives of the Study

The main objectives of the study are:

1. To study the determinants of intention to use online shopping.

2. To study the impact of various determinants on online shopping acceptance behaviour of customers.
3. To study the role of personal cultural orientations in acceptance of e-commerce in the context of online shopping.

Research Methodology

The scope of the study extends to the online shoppers from Jammu city and Chandigarh city. For the purpose of the study, online shopping users from Jammu city were chosen as respondents. In these cities, the data has been collected from the students and employees of different universities, colleges, offices etc. falling in the age group of 21 to 50 years. Respondents falling to this age group are most frequent users of online shopping. Random sampling technique was employed for sampling, and around 400 online shoppers were surveyed using a structured questionnaire.

Findings of the Study

In summary, this study serves as a preliminary step toward the investigation of the factors affecting the acceptance of e-commerce. In this research, the results are largely consistent with the results in Venkatesh et al., (2003) that all factors were found to be significant. In addition, the personal cultural orientations was incorporated into the research model in order to gain a better understanding of online shopping use by online shoppers in India. The results show that the cultural values in Indian culture encourage the use of online shopping.

The determinants namely performance expectancy, effort expectancy, social influence and personal cultural orientations were found to have significant influence on behavioural intention to use online shopping. The research model explained 63.4% of variation in intention to use online shopping. This study has demonstrated empirically that the personal cultural orientation (PCO) characterising individual level cultural values have positive relationship to the behavioural intention to use e-commerce in the context of online shopping. This implies that the culture encourages the use of online shopping.

Effort expectancy is found to have the most significant impact to the use of ecommerce. The results indicated that the more online shoppers perceive online shopping as useful and easy to use, the more likely they are to use it. Some researchers suggest that effort expectancy is expected to become less significant over periods of extended and sustained technology usage, but recent evidences suggests that its predictive power remains significant in the voluntary technology acceptance cases (e.g. online shopping), even after the initial experience. The result of this study also indicates that the path coefficient of effort expectancy (0.310) to behavioural intention is higher than performance expectancy (0.154), hence supporting its significance in the acceptance.

Limitations and Future Research

Despite the contributions and implications, this study has several limitations and opens avenues for future research. First, the sample of the present study comprises online shoppers from one city of north Indian state. It would be useful to increase the sample in future studies, such that the sample comprises a greater number and wider variety of units for analysis. Furthermore, the findings of the study can be confirmed across a wider range of individuals in different states, different environments, cultural groups, and technologies which could reveal similarities and differences in the e-commerce acceptance. In addition, given that cross-sectional data were collected, representing a snapshot in time, researchers may consider conducting a longitudinal analysis, which may incorporate qualitative method like focus groups or observation, to further explore the findings of this study.

Keywords- UTAUT, Personal Cultural Orientations, Ecommerce

References

- IBEF, (2023): *Ecommerce Industry Report*. Retrieved from: <https://www.ibef.org/industry/e-commerce>
- Sharma, P. (2010). Measuring personal cultural orientations: Scale development and validation. *Journal of the Academy of Marketing Science*. DOI: 10.1007/s11747-009-0184-7.
- Venkatesh, V., Morris, M. G., Davis, G. B., and Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 27 (3), 425–478.

Public Managers Perception on Hybrid Work Arrangement: Benefits and Challenges

Mr. Inayah Ali

School of Business and Management, The University of the South Pacific, Fiji

Dr. Subash Appanna

School of Business and Management, The University of the South Pacific, Fiji

Backdrop

In the post-coronavirus era, emergence of hybrid work has been viewed as the “new normal” in the world of work (Vyas, 2022). Furthermore, it is now considered as a sustainable work arrangement (Chafi, Hultberg, & Yams, 2022). It is the most common form of work arrangement for knowledge workers (Hopkins & Bardoel, 2023). In this flexible working arrangement, employees split their work time between the workplace (on-site office) and remote work such as work from home (WFH) during the work week (ACAS, 2023). The perceptions of management and employees on remote work has evolved during the pandemic from being sceptical to being comfortable and productive (Verma, Venkatesan, Kumar, & Verma, 2023). Review of literature shows various benefits of hybrid work (Verma, Venkatesan, Kumar, & Verma, 2023) including its strength in achieving SDGs (Hopkins & Bardoel, 2023).

Increasingly public sector workforces across countries have realized the benefits of hybrid work. Research on Australian Public Service agencies employees show support for hybrid working as they perceive benefits of increased autonomy, flexibility, work-life balance and productivity (Williamson & Colley, 2022). Chafi, Hultberg and Yams’s (2022) research based on Swedish public sector organizations detail the benefits and challenges of hybrid and remote work from individual, group and leadership perspectives. Despite the challenge of the social aspect of isolation, Swedish public employees and managers perceived hybrid work arrangement as the best, given they are provided with new skills and competencies. The challenges of adopting and implementing hybrid workplaces will differ across countries. Difference in economies or technological development of countries where organizations operate may account for disparities in the adoption and implementation of telework (Athanasiadou & Theriou, 2021). For instance, Sweden has a high level of digitalisation and therefore the technological infrastructure challenges may not be sound. In comparison to developing countries, they are more likely to encounter difficulties in accessing essential WFH resources such as digital technology (Schuster, et al., 2020).

Research gap

Systematic literature review on telework and hybrid work indicate the need for future research in different countries and sectors to assess the implications and perspectives on hybrid workplaces (Athanasiadou & Theriou, 2021; Verma, Venkatesan, Kumar, & Verma, 2023). Verma, Venkatesan, Kumar and Verma's (2023) review shows that majority of studies on hybrid work is done in the USA, followed by Europe and UK and growing interest in India with few studies in Australia and lastly in middle eastern countries (Kuwait and United Arab Emirates). There is a research gap of lack of studies in the South Pacific region of small island states. This research fills the gap by investigating the perceptions of Fijian public sector managers on hybrid working arrangements. It highlights key implications for an effective hybrid work arrangement for Fiji. Fiji is an island country in the South Pacific Ocean with a small economy. Fiji's Covid-19 experience has highlighted the importance of strengthening the digital infrastructure (International Trade Administration, 2024).

Methodology

The qualitative approach of semi-structured face to face interviews was adopted with 15 participants, who represented public managers and senior officials at two of Fiji's public sector organizations. Purposive sampling was used to select the participants who held managerial positions and supervised remote employees during WFH in the Covid-19 pandemic. Data collection was ongoing for 6 months (May 2022-October 2022) after Covid-19 restrictions were lifted in the country. Ethical approval was obtained by the University's research ethics committee to do this research. All interviews were audio recorded, transcribed and analysed with inductive approach in NVivo software.

Overview of Findings

Findings revealed perceived benefits and challenges of hybrid work in Fiji's public workforce. Majority of the public managers are keen to adopt hybrid work arrangement and perceive productivity, cost efficiency and better work-life balance as benefits. The major challenges are technological infrastructure and skills, monitoring remote employees and social culture as barriers to remote work. However, public managers perceive the best of hybrid work given they are provided with effective WFH technologies and guidelines.

Implications

The implication of this research is to provide key recommendations to public policy makers and human resource managers for emergence of effective hybrid work arrangements for Fiji's public workforce. This is specifically in the areas of hybrid work policy/guideline, improvements in

digital infrastructure and training, supervisor support and participative leadership, better work-life balance of remote employees and sustainability.

Conclusion

Public managers perceive key benefits of hybrid work. Despite the barriers to remote work in Fiji's context, public managers are supportive of hybrid work arrangements. To capitalize on the benefits of sustainable hybrid work arrangements, Fiji's public workforce needs to invest in effective WFH resources.

Keywords- Hybrid Work Arrangements, Managers' Perception, N VIVO Software

References

- ACAS. (2023, January). *Working from home and hybrid working*. Retrieved from ACAS: <https://www.acas.org.uk/working-from-home-and-hybrid-working>
- Athanasiadou, C., & Theriou, G. (2021). Telework: systematic literature review and future research agenda. *Heliyon*, *e08165*.
- Chafi, M. B., Hultberg, A., & Yams, N. B. (2022). Post-Pandemic Office Work: Perceived Challenges and Opportunities for a Sustainable Work Environment. *Sustainability*, *14* (294), 2-20.
- Hopkins, J., & Bardoel, A. (2023). The Future Is Hybrid: How Organisations are Designing and Supporting Sustainable Hybrid Work Models in Post-Pandemic Australia. *Sustainability*, *15* (3086), 2-21.
- International Trade Administration. (2024, January). *Fiji - Country Commercial Guide*. Retrieved from Official Website of the International Trade Administration: <https://www.trade.gov/country-commercial-guides/fiji-information-and-communication-technology>
- Schuster, C., Weitzman, L., Sass, M. K., Meyer-Sahling, J., Bersch, K., Fukuyama, F., . . . Kay, K. (2020). Responding to Covid-19 through surveys of public servants. *Public Administration Review*, *5*, 792-796.
- Verma, A., Venkatesan, M., Kumar, M., & Verma, J. (2023). The future of work post Covid-19: key perceived HR implications of hybrid workplaces in India. *Journal of Management Development*, *42* (1), 13-28.
- Vyas, L. (2022). "New normal" at work in a post-COVID world: work-life balance and labor markets. *Policy and Society*, *41* (1), 155-167. doi:<https://doi.org/10.1093/polsoc/puab011>
- Williamson, S., & Colley, L. (2022). *Working during the Pandemic: The Future of work is hybrid*. UNSW Canberra Public Service Research Group and CQUniversity.

Gender Roles in Eco-Sustainable SMEs: Insights from Pacific Small Island Developing States

Dr. Mahendra Reddy

Graduate School of Business, The University of the South Pacific, Suva, Fiji

Dr. Shavneet Sharma

Graduate School of Business, The University of the South Pacific, Suva, Fiji

Prof. Gurmeet Singh

School of Business and Management, The University of the South Pacific, Suva, Fiji

Purpose

This study explores the nuanced role that gender might play in fostering sustainable agricultural practices within Small and Medium Enterprises (SMEs), particularly in the context of environmental sustainability challenges faced by Fiji and other Pacific Island countries. This study addresses a critical literature gap by examining the influence of gender on sustainable agricultural practices within SMEs, especially under the environmental sustainability challenges unique to Fiji and other Pacific Island countries. The study is crucial as it explores how gender dynamics can shape the sustainability of the agriculture sector, a vital pillar of both the economy and the ecological system in these regions.

Design/Methodology/Approach

Noting the importance of the agriculture sector to the national economy and its linkages with the surrounding biodiversity, this study will utilize the latest Agriculture Census data of Fiji to undertake quantitative analysis of the climate change effects, as observed at the farm level. The study will further evaluate farmers' various sustainable agriculture practices, decomposed by gender. Results from this analysis, identifying a particular gender to be more proactive in Sustainable Agricultural Practices can be used to promote Sustainable Agricultural Practicess in other sectors using this particular gender as the agent of change.

Research Limitations

While this study provides in-depth insights into the role of gender in sustainable agriculture within the context of Fiji and other Pacific Island countries, it is important to recognize that its focus on these specific Small Island Developing States (SIDS) may limit the direct applicability

of its findings to other global regions. However, this focus is also a strength, as it sheds light on the unique challenges and opportunities in SIDS, a relatively underexplored area in sustainability literature. Additionally, while the study emphasizes gender roles, acknowledging that other socio-economic factors also play a crucial role in sustainable agricultural practices, this approach opens up avenues for more comprehensive future studies. As such, this study lays the groundwork for subsequent studies that can expand on these findings by incorporating a broader range of socio-economic variables and exploring how these interact with gender dynamics. This expanded approach could further enrich our understanding of sustainable practices in diverse global contexts, making a valuable contribution to sustainability studies.

Practical Implications

This study provides meaningful insights for policymakers, agricultural stakeholders, SMEs, educational institutions, and environmental groups and links gender-specific approaches in sustainable agriculture to key United Nations Sustainable Development Goals (SDGs). Its insights are crucial. Policymakers can use these findings to develop inclusive agricultural policies, supporting SDG 5 (Gender Equality) and enhancing gender equality in the agricultural sector. Businesses, especially SMEs, can integrate these sustainable practices to promote food security (SDG 2), improving their environmental and economic sustainability. Educational institutions can incorporate these insights into their curriculum, aligning with SDG 4 (Quality Education), to educate future generations on sustainable practices. Environmental groups and landowners benefit from this research by advocating for sustainable land management, supporting SDG 15 (Life on Land), and addressing climate change challenges. For the tourism sector in regions like Fiji, understanding the impact of sustainable agricultural practices on biodiversity helps maintain competitive tourism offerings, which is essential for their economic growth. Overall, this study provides a roadmap for integrating gender equality, sustainable agriculture, and climate action in policy-making and development strategies, benefiting a broad spectrum of stakeholders and contributing to the achievement of critical SDGs.

Originality/Value

This study makes a significant theoretical contribution to the literature by uniquely exploring the intersection of gender, sustainable agriculture, and SME business sustainability in the Small Island Developing States (SIDS) context, mainly focusing on Fiji and other Pacific Island countries. It introduces a novel perspective by integrating gender studies with sustainable agricultural practices within these unique environmental and socio-economic settings. The study's originality lies in its detailed examination of how gender roles influence sustainability practices across various sectors in SIDS, offering fresh insights into the challenges and

opportunities for sustainable development and environmental stewardship in these vulnerable regions. This approach advances theoretical frameworks and provides practical implications for policy and sustainable management in SIDS.

Keywords- Eco-Sustainable, Developing States, SDG's

References

- Appleby, M. (2005). Sustainable Agriculture is Humane, Humane Agriculture is Sustainable, *Journal of Agricultural and Environmental Ethics*, 18, 293–303 DOI 10.1007/s10806-005-1490-9.
- Chopra, K. (1993). Sustainability of Agriculture. *Indian Journal of Agricultural Economics*, 48 (3), 527-535.
- Food and Agriculture Organisation. (1989). Sustainable production: Implications for International Agricultural Research, Rome.
- Reddy, M. (2021). Development at the expense of the environment will not be condoned. <https://www.agriculture.gov.fj/pressdetail.php?id=299>.
- U.S. Congress. (1990). Food, Agriculture, Conservation, and Trade Act of 1990. Public Law 101–624: U.S. Farm Bill, 28 November 1990.



Theme 4 : Changing Global Business Management

Today, in the world of intensified global relationships, international business has become the key determinant of economic development and prosperity. Globalization allows MNCs to trade knowledge, combine advantages and increase their profits. MNCs often operate in more than one country and managing such cross-border operations requires a thorough understanding of local cultures, work practices, laws and international business environments. Having a global management perspective helps leaders to understand and learn from other nations and industries. Understanding other cultures and methods of conducting business can offer MNCs new ideas for the sustainability of their businesses. Global management combines knowledge of business, culture, history and social practices to help companies find their niches in the international business community and successfully work with other cultures. This field of management has gained a lot of prominence now days. Even small and medium-sized companies these days are transacting with foreign entities.

Role of Organizational Culture in Enhancing Managerial Effectiveness: Empirical Evidence from Banking Industry in India

Dr. Pooja Singh Negi

Management Education and Research Institute (GGSIP) Janakpuri, New Delhi

Prof. R. C. Dangwal

Department of Commerce, HNB Garhwal University, Srinagar Garhwal- Uttarakhand

Research Problem

Banking firms accelerating in global markets are constantly under pressure to supervise and advance their managers with the aim of worldwide alliance of standards such as digitization, transparency, reliability and strategic reposition of the staff. Indian banking Industry has occupied a vital position in a nation's economy and is considered as the lifeblood of the economic system.

No doubt that the banking sector drives GDP, fascinates foreign investments, contributes to exports, and generates employment opportunities (www.ibef.org, 2017). However, most of the banks do not comply with regulations and therefore faced a huge loss of 74 lakh crore (approx.). Therefore, banks need to be coordinated and monitored by effective executives to identify swindles and frauds. Effective managers not only deliver good financial services but also bring back public trust with economic firmness in banks (Negi & Dangwal, 2020). Most of the firms based in thought-provoking and volatile environment directing and emphasizing their efforts towards the effectiveness enrichment questions (Diwanji, 2018).

Objectives of the Study

This article empirically gauges the degree of relationship to which variates embedded in the cultural and managerial framework in Indian banking contexts encounter and repel the dissemination of inclusive practices and how these subtleties are associated with managerial effectiveness.

Research Methodology

For data collection, a total of 467 managers working in banks were approached. In addition to check overall fit and significance, canonical correlation analysis, viz., normality, linearity, and

homoscedasticity were used. Furthermore, sector wise comparison (public, private, and foreign banks) with correlation matrix were also discussed.

Findings of the Study

The findings recognized that despite digitalization and diversification at the workplace, cultural practices are positively embedded in the Indian Banking Industry (Negi & Dangwal, 2019). Noteworthy variates of culture in banks pervade managerial effectiveness; such aspects are identity, decision-making, standard, leadership, initiative/risk, structure, and grievance-handling, which insistently repel significant association with managerial effectiveness. This article adds to Indian managerial and organization cultural literature, a considerable under-scrutinized field.

Limitations and Future Research

Like other studies, this study also has limitations. First, assessment based on cross-sectional approach that lacks the feature of longitudinal. Therefore, findings interpreted with caution, as this research do not imply experimental relationship between organizational culture and managerial effectiveness. Secondly, study have contributed to effectiveness assessment by investigating the link between culture and its dimensions, study have examined four behavioural standards of managers. Third, our study was based on banking industry in India. Therefore, generalization of findings is limited. The non-significant result for certain dimensions of culture like reward, warmth and human-relation culture provides opportunity for further investigation. Finally, the study suggests that future researchers need to investigate the role of reward, warmth and human-relation on effectiveness.

Keywords- Organizational Culture, Managerial Effectiveness, Canonical Correlation Analysis, Banks

References

- Diwanji, A. (2018). EY India. available at: <https://www.livemint.com/>.
- Negi, P. S., & Dangwal, R. C. (2019). Organisational sustainability through culture and managerial effectiveness: An Indian perspective. *Journal of Entrepreneurship and Innovation in Emerging Economies*, 5 (1), 22-36.
- Negi, P. S., & Dangwal, R. C. (2021). Managerial effectiveness and its correlates in Indian banking industry. *PSU Research Review*, 5 (2), 170-181.

The Social Media Ripple Effect: Exploring Its Impact on Consumer Behaviour towards Organic Food Products

Prof. (Dr.) Pawan Garga

Himachal Pradesh University Business School, HPU, Summer Hill, Shimla

Mr. Tanuj Sharma

Himachal Pradesh University Business School, HPU, Summer Hill, Shimla

Ms. Aditi Sharma

Himachal Pradesh University Business School, HPU, Summer Hill, Shimla

Abstract

This paper explores the intricate web of influence that social media platforms create and examines the ripple effect they have on consumer behaviour, especially in the context of organic foods. The impact of social media on consumer decisions, especially when it comes to organic consumption, is growing as it remains a dynamic force shaping modern lifestyles. This study delves into the complex relationship that exists between the dynamics of social media and the burgeoning demand for organic food products. The “ripple effect” is a metaphor used to highlight the far-reaching effects and interconnectedness of social media’s influence on shaping perceptions, spreading knowledge, building trust and eventually increasing demand for organic alternatives. The goal of the study is to present a thorough understanding of how social media influences consumer decisions in the domain of organic food items by examining the different facets of this ripple effect. This review sought to understand how social media affects food choices by evaluating existing research. A review of the literature was done on the subject of social media’s influence on organic food choices. The articles were found using databases Scopus and Web of Science. The following search phrases were used to find articles from academic journals published between 2013 and 2023: social media, organic foods, organic food products, food choices. The review of social media articles about organic food products presents an intriguing narrative of changing consumer tastes and dynamic customer engagement. According to the data, there has been a notable change in consumer behaviour, which may be attributed to the dominance of social media sites such as Facebook and Instagram. Positive perceptions about organic products are greatly influenced by user-generated content, which includes visually appealing postings and influencer endorsements. Based on user decisions being

guided by expert opinions and peer reviews, the findings highlight the efficacy of these platforms as means for establishing trust. Social media has a cascading effect that goes beyond simple advertising; it sets trends and makes selecting organic alternatives feel more urgent. The collective summary of these results highlights the breakthrough influence of social media on consumer attitudes and behaviours regarding organic food products, indicating the necessity of further investigation and strategies for organic businesses. The emergence of social media has completely changed advertising tactics, especially for the organic food market. Using social media to promote organic products has significant ramifications. Organic farmers can interact directly with a wide range of international consumers using social media sites like Facebook, Instagram, and Twitter. Producers are able to convey the distinctive features and environmentally friendly processes of their products by utilising the visual appeal and storytelling powers of these platforms. The establishment of trust and openness through direct engagement is crucial for catering to the growing concerns of consumers regarding the origin and quality of their food. Moreover, social media's viral quality facilitates the quick spread of knowledge, transforming specialised organic preferences into popular trends. Organic producers can use social media advertising as a potent tool to educate and inspire consumers, as well as to promote their products, in accordance with the growing consumer interest in health and sustainability. All things considered, the smart use of social media advertising benefits the organic producer by reaching a wider audience and, at the same time, aligning with consumer values to increase demand for ethical and eco-friendly products. In conclusion, social media has become a powerful tool for promoting organic food items due to its dynamic landscape. Through the utilisation of user-generated content and social media platforms have effectively influenced customer views, cultivated trust, and sparked a growing movement towards more organic alternatives. In this digital landscape, maximising the benefits while tackling the drawbacks is essential for long-term expansion and a knowledgeable ethical consumer base in the organic food industry.

Keywords- Ripple Effect, Organic Food Industry, Social-media Influence

References

- Anum, T. C. (2018). Organic food consumerism through social commerce in China. *Asia Pacific Journal of Marketing and Logistics*. doi:10.1108/APJML-04-2018-0150
- Bernal-Jurado, E. M.-M.-U.-V. (2017). Explanatory factors for efficiency in the use of social networking sites—The case of organic food products. *Asia Pacific Journal of Marketing and Logistics*, 202-222. doi:10.1108/APJML-04-2018-0150

- Chiu, T.-S. C.-H.-C.-J. (2019). Antecedents of consumer's citizenship behaviour towards organic foods. Wiley. doi: 10.1002/cb.1774
- Fannani, S. I., & Sarma, M. N. (2020). The Effect of Social Media toward Organic Food Literacy and Purchase Intention with AISAS Model. *JurnalManajemen & Agribisnis*, 17 (3), 285-285. doi:Permalink/DOI: <http://dx.doi.org/10.17358/jma.17.3.285>
- Fernández Uclés, D. (2023). Online reputation of agri food companies and determining factors: an empirical investigation. *Review of Managerial Science*, 1-22. doi:10.1007/s11846-023-00639-8

Unravelling Resilience: Exploring Socio-Psychological Dynamics Among India's Hotel Industry Workforce

Dr. Shazia Bukhari

Shri Mata Vaishno Devi University, Katra, Jammu and Kashmir

Purpose

This study examines the socio-psychological mechanism between the perceived risk of unemployment, perceived loneliness, social support, depression, and interpersonal deviance of hotel employees during the world crisis. The impetus for this study is the serious issue of rising occupational stress caused by the pandemic's adverse effects on all hotel staff, from frontline teams to managerial staff. Therefore, this study aims to investigate the pandemic's impact on occupational stressors in the hotel industry.

Method

The study collected 269 original survey data from Indian hotel industry employees using a questionnaire and a purposive sample approach. The collected data were analyzed using structural equation modeling.

Finding

The study results indicate that interpersonal deviance and depression are positively related. Furthermore, the study found that social support minimizes loneliness but showed an insignificant relationship between social support and depression.

Implications

The findings of this study can help hoteliers establish policies that address employees' perceived insecurities and psychological problems.

Originality

By understanding the psychological position of their employees, hoteliers can implement strategies to mitigate the negative impacts of the pandemic on their workforce.

Keywords- Perceived Loneliness, Social Support, Risk of unemployment, India, Hotel industry employees

References

- Ali, F., Ciftci, O., Nanu, L., Cobanoglu, C., & Ryu, K. (2021). Response rates in hospitality research: An overview of current practice and suggestions for future research. *Cornell Hospitality Quarterly*, 62 (1), 105–120. <https://doi.org/10.1177/1938965520943094>.
- Emerson, E., Fortune, N., Llewellyn, G., & Stancliffe, R. (2020). Loneliness , social support , social isolation and wellbeing among working age adults with and without disability : Cross sectional study. *Disability and Health Journal*, xxxx, 100965. <https://doi.org/10.1016/j.dhjo.2020.100965>
- Huang, A., Makridis, C., Baker, M., Medeiros, M., & Guo, Z. (2020). Understanding the impact of COVID-19 intervention policies on the hospitality labor market. *International Journal of Hospitality Management*, 91, 102660.
- Julmi, C., Pereira, J. M., Bramlage, J. K., & Jackenkroll, B. (2021). Explaining the relationship between ethical leadership and burnout facets in the academic context: the mediating role of illegitimate tasks. *International Journal of Organization Theory & Behavior*.
- Jung, H. S., Jung, Y. S., & Yoon, H. H. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International Journal of Hospitality Management*, 92, 102703. <https://doi.org/10.1016/j.ijhm.2020.102703>

Role of Theory of Constraints and Kaizen Orientation in upgrading HCSQ

Dr. Fayza

SPMR College of Commerce, Jammu, J & K

Background

It is evident all over literature that healthcare faces operational challenges. Healthcare worldwide is experiencing issues like rising costs and poor quality. Without a true solution, health professionals will face lower incomes, patients will pay more, and services will be restricted. The research is executed into a perception-based framework where the blend of TOC and Kaizen are used in order to attain HCSQ and Organisational performance. TOC's mindset, methodology and measurement are the components of TOCO and 5S, PDCA and Muda Elimination being the components of Kaizen Orientation are considered for the present study.

Research Gap

The healthcare sector faces increased demand and ineffective services. The healthcare sector is characterized by high levels of complexity, uncertainty, and variation. Therefore, the present study is an attempt to overcome this gap prevailing in the healthcare sector.

Methodology

The data collection methodology comprised of quantitative methods. For primary data collection -field data collection through census method for doctors and snowball sampling for paramedical/Supporting staff were used. The data collected was analyzed through statistical techniques like, EFA, Item analysis, CFA and SEM.

Findings

1. The aim of this research is to explore the impact TOC Orientation and Kaizen Orientation as improvement methodology technique in the healthcare sector including Private and Public sector hospitals of North India.
2. This research focuses, describes and analyses the implementation of the Theory of Constraints and Kaizen techniques in different healthcare organisations involving Private (ASCOMS and Fortis) and Public (PGIMER and GMC-Jammu) sector hospitals.
3. This study shows the relationships between the (TOCO) and consequences (HCSQ, OP and OS) in Healthcare sector.

Implication

1. The organisations with positive Mindset, Systematic Methodological techniques and good performance measurement indicators can easily attain long turn sustainability (Economical, Ecological and Social).
2. Finding out the constraints and accordingly framing the suitable strategy, TOC is considered as the best modern-day technique. Further relationship between the KO construct and the consequences (HCSQ, ESL and OS) is also established.
3. The study reveals KO i.e. 5S/Housekeeping, Muda Elimination and PDCA as the three important components of the KO concept. The organisations which implement small changes with incremental cost, but involving their employees of all level can easily attain long turn sustainability (Economical, Ecological and Social). Finding out the places where wastages etc. occurs and hitting that place is the major role of Kaizen philosophy.
4. Kaizen tool are the low cost but effective tool of the present day and if these tools are effectively introduced and monitored in the service sector organisations like, healthcare, one can definitely achieve the desired goals.

Keywords- Theory of Constraints, Kaizen technique, TOCO

References

- F. Suárez-Barraza, M., & Á. Miguel-Dávila, J. (2014). Assessing the design, management and improvement of Kaizen projects in local governments. *Business Process Management Journal*, 20 (3), 392-411.
- Chahal, H., & Mehta, S. (2013). Modeling patient satisfaction construct in the Indian health care context. *International Journal of Pharmaceutical and Healthcare Marketing*, 7 (1), 75-92.
- Chahal, H., & Fayza. (2016). An exploratory study on kaizen muda and organisational sustainability: patients' perspective. *International Journal of Lean Enterprise Research*, 2 (1), 81-94.
- Chahal, H., & Chowdhary, F. (2018). Doctors' perception of toc and organisation's performance: An Exploratory Study in a Hospital. *NICE Journal of Business*, 13 (2), 29-44.
- Drotz, E. & Poksinska, B. (2014). Lean in healthcare from employees' perspectives. *Journal of Health Organisation and Management*, 28 (2), 177-195.
- Gupta, M., Kaur, G. & Chahal, H. (2013). Improving market orientation: The theory of constraints-based framework. *Journal of Strategic Marketing*, 21 (4), 305-332.
- Inman, R.A., Sale, M.L., & Green Jr, K.W. (2009). Analysis of the relationships among TOC use, TOC outcomes, and organisational performance. *International Journal of Operations and Production Management*, 29, 123-155.

- Rajenthirakumar, D., & Thyla, P. (2011). Quality and productivity improvement in automotive component manufacturing company using Kaizen. *Manufacturing and Industrial Engineering*, 2, 36-38.
- Stoughton, A. M., & Ludema, J. (2012). The driving forces of sustainability. *Journal of Organizational Change Management*, 25 (4), 501-517.
- Stratton, R., & Knight, A. (2010). Managing patient flow using time buffers. *Journal of Manufacturing Technology Management*, 21 (4), 484-498.

Attaining Work Life Balance: Turning Myth into Reality

Ms. Kuldeep Kaur

Sri Guru Granth Sahib World University, Fatehgarh Sahib, Punjab

Abstract

In last few decades, achieving a WLB (Work Life Balance) has become a major issue for an individual as well as for an organization. Main concern is to meet the conflicting demands of work life and organization life, in order to live a healthy life and increasing our productivity. The increased imbalance between work life and family life lead to chronic stress, which can have some drastic effects on our physical as well as psychological health, due to which one's performance suffers, workplace suffers and family suffers. Even today, maintaining work life balance is considered as a myth. So, there is a challenge as well as need to move from Myth to Reality. This study shows that how importance is it to achieve balance between work life and personal life. In order to live a healthy life and increase our productivity, maintaining work life balance is the need of the hour. As we know our work life as well as our personal life is equally important, this paper analyses the imbalance between work life and family workplace has become a great source of stress which is of major concern for both employers and employees. Working for long- hours, too much responsibility, unviable stress, worrying about future, sleepless nights, take a serious toll on health. Don't make your life miserable to be successful. Work smart & not work hard. The objective of this study is to study and measure the key factors which affects the work life balance & helps in achieving sustainable productive levels.

Keywords- Work life Balance, Productivity, Stress

References

- Guest, D.E. (2002). Perspectives on the study of work-life balance, Social Science.
- Greenhaus, J. (2003). The relation between work-family balance and quality of life. Journal of Vocational Behavior, 63 (3), 510-531. Information, 41 (255), 255-79.
- Bhattacharya, D. (2009). Research Methodology. Second edition. Excel Books India
- Joshi, Sunil, Leichne, John, Melanson, Keith, et al. Promoting a Work-Life Balance. Social Environmental Report 2005
- Kaila, H. (2005). Human Resource Management (2 Vols.). Gyan Publishing House
- Kothari, C. (2009). Research Methodology: Methods and Techniques. New Age International.

Navigating the New Area of Influencer Marketing: “Virtual Influencer”

Ms. Padma Angmo

The Business School, University of Jammu

Dr. Rachna Mahajan

The Business School, University of Jammu

Purpose

The recent advent of computer-generated influencers (CGI) has changed what it means to be authentic and credible as a critical quality of human social media influencers, specifically in relation to digital marketing and advertising. The use of virtual influencers in marketing has emerged as an intriguing trend because they offer a possible improvement over social media influencers in terms of effectiveness (Sands et al., 2022). With the exponential growth of influencer marketing, firms are using virtual influencers as spokespersons and social media advertising. Virtual influencers have recently become prominent on social media, a somewhat untapped field. They are often described as computer-animated characters with large social media platforms managed by a business or agency. They are used in social commerce to promote goods, while replacing human influencers. Businesses use virtual influencers to sell their products and motivate millions of users through social networks (Moustakas et al. 2020). Organizations use virtual humanoid robots (another term for virtual influencers) to promote marketing campaigns for well-known companies, including Prada, Samsung, Porsche, Calvin Klein, Ikea, and KFC (Oliveira & Chimenti, 2021). Like human influencers, they also support political causes such as Black Lives Matter and advocacy for transgender rights, in addition to promoting products (Robinson, 2020). Research on virtual influencers is still in its early stages. Only a few studies in information systems (IS) research have examined this novel phenomenon of virtual influencers or related subjects, and they all call for more in-depth IS research on this issue (Arsenyan & Mirowska, 2021; Moustakas et al., 2020; Park et al., 2021; Robinson, 2020).

The rise of CGI has changed what it means for real people to be honest and believable on social media, particularly in terms of digital marketing and advertising. The ethical concerns virtual influencers raise include a lack of transparency regarding who is responsible for the content and whose moral principles are promoted (Robinson, 2020). Furthermore, the legitimacy of social media advertising from virtual influencers has not been thoroughly researched in the literature yet. Virtual influencers are frequently utilized by prominent brands, such as Gucci, Prada,

Versace, and Balenciaga. However, there is a significant gap in the empirical research on how consumers react to virtual influencers. Thus, this study examines how consumers respond to virtual influencers and compares their effects those with of traditional (human) influencers. Therefore, the objective of this study is to further the field of influencer marketing by gathering new knowledge on how consumers react to virtual influencers.

Design/Methodology/Approach

This study will employ a two-group comparison (human influencer vs virtual influencer) between subject experiments, to examine how consumers respond to virtual influencers compared to human influencers. Although there are virtual influencers on many social media sites, this study will focus on Instagram because it is one of the most widely used sites. The study will develop an online questionnaire to investigate the perception of social media users towards types of influencers (human vs virtual).

Findings

The study's results will demonstrate the parallels and contrasts between how customers perceive human and virtual influencers. The study's findings will highlight the similarities and differences between how consumers view influencers created by humans and those created by computers. Additionally, this study has important ramifications for the owners and operators of virtual influencers and social media platforms.

Research Limitations

The study will analyse how consumers generally react to computer-generated influencers in the context of Instagram, but future studies could look at how consumers react to the legal and moral issues regarding these influencers within different social media platforms.

Originality/Value

This study will provide fresh insight into the newly popular topic of virtual influencers' impact on consumers. It will advance understanding and offer a fresh perspective on the strategic application of computer-generated influencers.

Keywords- Computer-generated influencers, Virtual influencers, Human/social media influencers, Artificial intelligence.

References

- Arsenyan, J., & Mirowska, A. (2021). Almost human? A comparative case study on the social media presence of virtual influencers. *International Journal of Human-Computer Studies*, 155, 102694. <https://doi.org/10.1016/j.ijhcs.2021.102694>

- Moustakas, E., Lamba, N., Mahmoud, D., & Ranganathan, C. (2020). Blurring lines between fiction and reality: Perspectives of experts on marketing effectiveness of virtual influencers. *2020 International Conference on Cyber Security and Protection of Digital Services (Cyber Security)*, 1–6. <https://doi.org/10.1109/CyberSecurity49315.2020.9138861>
- Oliveira, A. B. da S., & Chimenti, P. (2021). “Humanized Robots”: A proposition of categories to understand virtual influencers. *Australasian Journal of Information Systems*, 25. <https://doi.org/10.3127/ajis.v25i0.3223>
- Park, G., Nan, D., Park, E., Kim, K. J., Han, J., & del Pobil, A. P. (2021). Computers as social actors? Examining how users perceive and interact with virtual influencers on social media. *2021 15th International Conference on Ubiquitous Information Management and Communication (IMCOM)*, 1–6. <https://doi.org/10.1109/IMCOM51814.2021.9377397>
- Robinson, B. (2020). Towards an ontology and ethics of virtual influencers. *Australasian Journal of Information Systems*, 24. <https://doi.org/10.3127/ajis.v24i0.2807>
- Sands, S., Campbell, C. L., Plangger, K., & Ferraro, C. (2022). Unreal influence: Leveraging AI in influencer marketing. *European Journal of Marketing*, 56 (6), 1721–1747. <https://doi.org/10.1108/EJM-12-2019-0949>

Impact of Emotional Intelligence on Organization Citizenship Behaviour: A Study among Banking Employees in J & K

Dr. Parul Mahajan

ICccR & HRM, University of Jammu

Backdrop

This paper makes an attempt to study the impact of emotional intelligence on organizational citizenship behavior (OCB). The understanding of Emotional Intelligence (EI) in employees is important because human relations in organisations are influenced by emotional factors more than by rational factors (Sharma & Mahajan, 2017). It is the ability to understand ones emotions and inspire, influence and understand other people's emotions. The primary notion behind this study is that employees who exhibit OCB along with Emotional Intelligence (EI) will ultimately increase their productivity which in turn enhances the performance of the organization.

Research Gap

Research has witnessed that there are plenty of studies on EI, but scholars have given less attention especially to the behaviour of the employees (Meisler, 2013). This study is thus novel as it looks at the impact of Emotional Intelligence on the constructs of Organisational Citizenship Behaviour.

Methodology

The research framework was tested on a sample of 600 employees working in J & K & SBI Bank, Jammu. Data is assessed by descriptive statistics, correlation and regression using SPSS 21 software and Amos.

Findings

The study found a strong association between emotional intelligence and organisational citizenship behaviour.

Implications

Today, banks are highly volatile, dynamic and demand higher productivity. In such a scenario, all employees are expected to display citizenship behaviour and emotional intelligence to increase the efficiency of the organisation. It is suggested that the future researcher can pay their attention to other factors which affect OCB other than EI and its dimensions.

Keywords- Organizational Citizenship Behaviour, extra-role behaviour, Emotional Intelligence

References

- Meisler, G. (2013). Empirical exploration of the relationship between emotional intelligence, perceived organizational justice and turnover intentions. *Employee Relations*, 35, 441–455.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*, Lexington, MA: Lexington Books.
- Sharma, K. & Mahajan, P. (2017). Relationship between emotional intelligence and organisational citizenship behaviour among bank employees. *Pacific Business Review International*, 9 (11), 20-29.

Captivating Brand Hate and the Association Between Ideological Incompatibility and Consequences of Brand Hate: A Mediation Model Approach

Prof. Hardeep Chahal

Department of Commerce, University of Jammu

Ms. Rigzin Dolkar

Department of Commerce, University of Jammu

Purpose

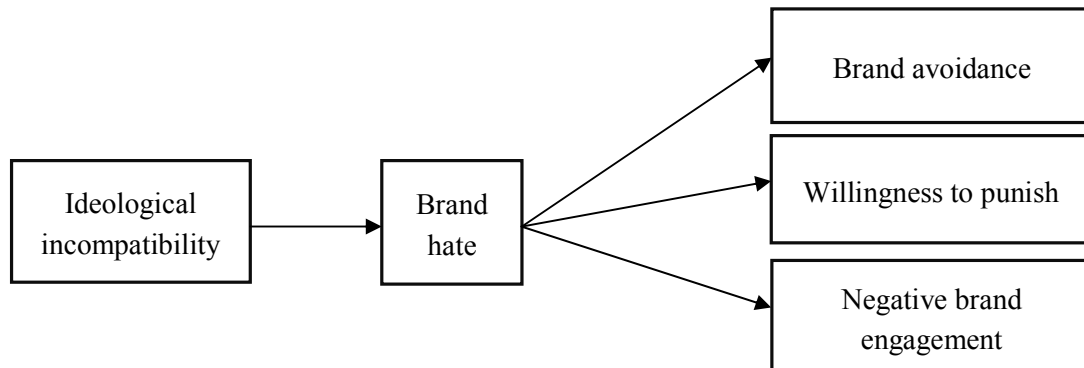
With the development of the new information age or digital era, where anyone can share anything from anywhere, the phenomenon of expressing negative emotional effects toward brands has become more convenient for customers (Grégoire *et al.*, 2009). Therefore, brands are now trapped in the dilemma of love and hate emotions from their customers. They are trying hard to place themselves in a favourable position that could fetch positive experiences and emotions for their users. However, it is observed that negative form of emotions is shared and expressed more often than positive ones (Joshi and Yadav, 2021). The current study aims to explore such extreme forms of negative emotion by investigating how ideological incompatibility leads to brand hate and how the hate emotion results in different consequences. More specifically, the study investigates the effect of brand hate on brand avoidance, willingness to punish and negative brand engagement. In addition, it has also assessed the mediation effect of brand hate in the relationship between Ideological incompatibility and three consequences viz: brand avoidance, willingness to punish and negative brand engagement.

H1: Ideological incompatibility has a significant impact on Brand Hate.

H2: Brand hate has a significant effect on brand avoidance.

H3: Brand hate has a significant effect on willingness to punish.

H4: Brand hate has a significant effect on negative brand engagement.



Conceptual Framework

Design/Methodology/Approach

We collected data from faculty members of the universities of Jammu and Kashmir. We use the purposive sampling method. Respondents were advised to fill out the questionnaire keeping in mind a brand towards which they have hateful emotions. The questionnaire method was used to collect data. The first part comprised an open-ended question in which respondents had to state their most hated brand. The second part comprised Likert scale-based questions regarding different constructs followed by the third part including demographic information. For data analysis, we use the software SmartPLS version 4.

Findings

Partial least square structural equation modelling was used to test the hypothesis. H₁ proposed that ideological incompatibility has a significant impact on Brand Hate. Our results indicate that the impact of ideological incompatibility has a significant impact on Brand Hate ($\beta=0.401$, $p<0.000$); hence, H₁ is supported. H₂ proposed that Brand Hate positively affects brand avoidance. Findings indicate that Brand hate significantly impacts brand avoidance ($\beta= 0.258$ $P<0.000$). hence, H₂ is accepted. Further, the H₃ regarding the impact of brand hate on willingness to punish is also supported ($\beta=0.238$ $P<0.000$). it is also found that Brand hate significantly affects negative brand engagement ($\beta=0.361$ $P<0.000$). Out of these three consequences, brand hate has the strongest effect on negative brand engagement. Further, the study also checked the mediation impact of brand hate on the relationship between ideological incompatibility and three consequences viz: brand avoidance, negative brand engagement and willingness to punish. The indirect and direct effects of ideological incompatibility on negative brand engagement and willingness to punish are both significant. Hence, brand hate partially

mediates the effect of ideological incompatibility on negative brand engagement and willingness to punish. While the indirect effect of ideological incompatibility on brand avoidance is significant, the direct effect is not significant. Hence, brand hate fully mediates the effect of ideological incompatibility and brand avoidance.

The Novelty of The Study

The current research specifically focuses on the negative aspects of consumer-brand relationships by delving into the subject of brand hate and its impact on consumer-brand relationships. It is one of the few studies that utilize a quantitative analysis method to understand the phenomenon of brand hate better. (Aziz and Rahman, 2022) noted a lack of clear distinction between BH as an emotion and BH as a relationship in the literature. Our research contributed in this regard by considering brand hate as an emotion and validating it as a multidimensional construct. Additionally, our research shows that brand haters exert their hate by not only acting against the brand but also disengaging with the brand. In fact, brand hate has the strongest impact on negative brand engagement thus confirming the findings of Rodrigues 2020. This suggests that consumers channel their hatred by intentionally reducing their involvement with brands. This affects the relationship between the consumer and the brand, breaking the emotional ties between them. (Hollebeek and Chen, 2014). This study presents a significant contribution by showcasing how ideological differences can lead to several adverse outcomes, such as brand avoidance, negative brand engagement, and willingness to punish. When consumers disagree ideologically with a particular brand, it can lead to a desire to punish and negatively engage with the brand. This can occur directly or through the expression of hate emotions. However, the impact on brand avoidance is only through brand hate.

Keywords- Brand Hate, Ideological Incompatibility, Brand Avoidance

References

- Aziz, R. & Rahman, Z. (2022). Brand hate: A literature review and future research agenda. *European Journal of Marketing*, 56 (7), 2014-2051.
- Grégoire, Y., Tripp, T.M., Legoux, R., Fisher, R., Joireman, J., Shaffer, M., & Devezzer, B. (2009). When customer love turns into lasting hate: The effects of relationship strength and time on customer revenge and avoidance. *Journal of Marketing*, 73, 18–32.
- Hollebeek, L.D. and Chen, T. (2014). Exploring positively- versus negatively-valenced brand engagement: A conceptual model. *Journal of Product and Brand Management*, 23 (1), 62–74.
- Joshi, R. and Yadav, R. (2021). Captivating brand hate using contemporary metrics: A structural equation modelling approach”, *Vision*, 25 (4), 439–447.

Examining the Factors Influencing Expatriate Destination Choices: An Exploratory Study of Self- Initiated Indian Expatriates

Dr. Isha Sharma

ICccR & HRM, University of Jammu

Ms. Shreya Sharma

ICccR & HRM, University of Jammu

Purpose

The paper explores the complex decision-making processes involved in the selection of a host nation specifically by Indian expatriates who are seeking professional and personal growth opportunities in international corporations. The paper seeks to delve deep into the personal and contextual factors that shape the decision-making choices of expatriates for selection of host destination. The literature on expatriation is segregated in terms of who the expatriate is: that is whether the expatriate is self-initiated, SIE initiate their expatriation and find a position in another country by themselves (Howe-Walsh & Schyns, 2010) or driven by corporation where he/she is working. The paper would be categorically exploring the factors influencing destination choices of self-initiated expatriates (SIE), to understand the relationship among factors, decision making and destination choice.

Methodology

The research is exploratory and has employed systematic literature review for analysing the publication pattern in the domain of Self-Initiated expatriates, wherein the SCOPUS and Google Scholar as a database has been used for selection of papers and for exploration of factors under study. The papers have been searched from timeline 2013-2023. The researcher found that by using keyword 'expatriate' and 'self-initiated expatriates', the search results showed varying results. SCOPUS database displayed meagre results, whereby only one journal i.e., Journal of Global Mobility fulfilled the search criteria over the years, thereby no conclusive research on the expatriation and related themes were drawn. On the other hand, Google scholar displayed 14, 500 articles and the search was curated specifically using the Google Scholar database, searching the key words 'Self-initiated expatriates and destination choices', 'Expatriate destination choices', 'Expatriate decision making and destination choices' and 'Expatriate decision making'. Using the above-stated selection criterion, 35 research papers were found usable in terms of the factors impacting Self-initiated expatriation and destination choices.

Findings

The systematic literature review revealed that sociocultural, economic, professional development opportunities, financial incentives, family considerations, and cultural exploration are some of the factors that impact expatriate destination choices (Selmer & Luring, 2012). Vijayakumar and Cunningham (2016) study revealed that four main motives for expatriation among Indian expatriates are the self-need to be: the architect, the explorer, the mercenary and refugee. The architect is motivated by advancement in their careers or to pursue opportunities for job promotions. The explorer seeks to explore the world and look for adventure. The mercenary looks for financial gains and the refugee seek to relocate to escape a current situation at home, due to boredom, or in search of something new in life.

Empirical research in the domain also indicates that varying factors influence Indian SIE choice of a possible destination city: a favourable first impression, a livable city, familiarity, political stability, and expectations for professional advancement (Arifa, Khapova & El Baroudi, 2022). Within these motives, opportunities for travel and adventure and for career development (Thorn, 2009) are central. Countries like the United States, Canada, the United Kingdom, Australia, and New Zealand are often popular choices among the Indian SIE.

Future Research Work in Process

The research paper provides a way forward for further studies on Indian self-initiated expatriates (SIE) and the factors influencing their destination choices. Literature presents a narrow focus on the most privileged self-initiated expatriates. (AlAriss & Crowley-Henry 2013). In order for organizations, host countries, and home countries to create practices and policies that assist and support expatriation, a deeper understanding of SIE and their decision-making abilities is needed. Further the future research shall take shape of conceptualization of theoretical model connecting the three study variables i.e. Self-Initiated Expatriation, Decision Making and Destination Choices.

Keywords- Self-initiated Expatriates, Indian Expatriate, Destination Choice, Decision Making.

References

- Al Ariss, A., & Crowley-Henry, M. (2013). Self-initiated expatriation and migration in the management literature: Present theorizations and future research directions. *Career Development International*, 18 (1), 78-96.
- Arifa, Y. N., Khapova, S. N., & El Baroudi, S. (2022). Early Career Stage Academics and Their Expatriation Destination: What Drives Their City Choice in Enhancing Regional Sustainability?. *Sustainability*, 14 (22), 14712.

- Howe-Walsh, L., & Schyns, B. (2010). Self-initiated expatriation: implications for HRM. *The International Journal of Human Resource Management*, 21 (2), 260-273.
- Selmer, J., & Luring, J. (2012). Reasons to expatriate and work outcomes of self-initiated expatriates. *Personnel Review*, 41 (5), 665-684.
- Thorn, K. (2009). The relative importance of motives for international self-initiated mobility. *Career Development International*, 14 (5), 441-464.
- Vijayakumar, P. B., & Cunningham, C. J. (2016). Cross-cultural adjustment and expatriation motives among Indian expatriates. *Journal of Global Mobility: The Home of Expatriate Management Research*, 4 (3), 326-344.

Empowering India through Innovation: Insights from Emerging Economies

Ms. Pooja Chaudhary

University Business School, Panjab University, Chandigarh

Prof. Gunmala Suri

University Business School, Panjab University, Chandigarh

Abstract

The Swadeshi movement was one of the many Indian independence movements, which was started in the late 19th century and was also the ‘make in India’ movement of the last century. The government of India is pushing forward a new version of the ‘Make in India’ movement, encouraging entrepreneurs to innovate, join start-ups, and make India a hub of manufacturing. It is important to draw lessons from a select Emerging Economies for this movement to succeed. *Atam Nirbhar Bharat* includes Finance, manufacturing and other services.

This study explores how emerging economies can create and implement innovative ideas and products, and the specific opportunities and challenges they face. It draws on successful cases from these economies, contextualized within the COVID-19 lockdown scenario, to highlight the establishment of welfare states by governments across the spectrum.

This paper focuses on the importance of innovation for the survival and sustainability of emerging economies, particularly India. It analyzes the determinants and pace of innovation in India, and the role it plays in economic growth and technological upgradation across all sectors. The primary source of study is a comprehensive database that helps identify key determinants of innovation in India.

Keywords- Emerging Economies, India, Innovation, Determinants, Economic Growth.

References

- Ringel, M., Baeza, R., Panandikar, R., & Harnoss, J. D., (2020). Successful innovators walk the talk: The most innovative companies 2020. Retrieved from <https://www.bcg.com/publications/2020/most-innovative-companies/successful-innovation>
- Ross, J. (2020). Black swan events: Short-term crisis, long-term opportunity. Retrieved from <https://www.visualcapitalist.com/black-swan-events-short-term-crisis-long-term-opportunity/>

- Sengupta, S., Bajaj, B., Singh, A., Sharma, S., Patel, P. and Prikshat, V. (2023). Innovative work behavior driving Indian startups go global – the role of authentic leadership and readiness for change. *Journal of Organizational Change Management*, 36 (1), 162-179. <https://doi.org/10.1108/JOCM-05-2022-0156>
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333-339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Thaker, A. (2018). India is granting more patents than before—but mostly to non-Indians. *Quartz India*, Retrieved from <https://qz.com/india/1484749/india-granted-50-more-patents-in-2017-says-un-data/>

Multinational Corporations' Creativity and Innovation: The Significance of Cultural Intelligence

Dr. Pallvi Arora

The Business School, Edinburgh Napier University, Scotland, UK

Abstract

Globalization has led to growing interconnectedness amongst people with increasing cross-cultural interactions. The composition of the workforce has become complex than ever before and a culturally diverse workforce is seen to operate in multinational companies. Even though the culturally diverse workforce brings with it several challenges in terms of the misunderstandings, misperceptions, and miscommunication (Adler & Gundersen, 2012), organizations that draw upon a broader perspective and wish to expand particularly with respect to strategic and tactic approach (Adler & Gundersen, 2012) find the culturally diverse workforce as a solution in several contexts. Infact, the cultural diversity prevalent in an organization augments the possibility of navigating through the cross-cultural experiences of oneself and others leading to a comparatively more open and widened perspective. The more one immerses oneself into interacting with others belonging to culturally diverse backgrounds, the more emerges the possibility of cross-cultural learning that can ignite the thought processes and enhance creative problem solving. Also, the growing dynamism of the global business world is reflecting upon such organizations that can integrate innovative capabilities that can holistically transform how people function in organizations (Doz & Wilson, 2012). Not only this, ones learning through cross cultural interactions and dwelling in a multicultural environment, minimizes the negative impact of working cross culturally while maximizing the overall experience towards enhanced professional development alongwith effectiveness in work functions (Moran, Abramson, & Moran, 2014). Even today, when organizations draw upon the convergence perspective, divergence is yet seen as a flourishing concept particularly when managers seek to address the culturally diverse behaviors or individuals in an organization (Adler, 1997).

With a view to gain a competitive advantage in the complex global world, global firms are expanding on their understanding in terms of how the creativity of their workforce can be extracted and novel ideas be used to give birth to newer products and services (West, 2002).

Research in the domain of creativity and innovation management has illustrated that greater the diversity in the team composition, higher is the possibility of demonstrating creativity in their approach through an amalgamation of the team's knowledge, value orientation and behavioral patterns (Milliken & Martins, 1996; Kurtzberg, 2005). While talking about diversity, it is significant to render our thought processes to comprehending the growing relevance of a culturally diverse workforce that are better capable of determining and understanding the needs and wants of the global markets (Adler & Gunderson, 2012; Bouncken, 2009). Even though cultural diversity is often treated as a double-edged sword (Zhan, Bendapudi, & Hong, 2015) particularly when contextualising innovation, its presence is somehow inevitable to be successful. Thus, when examining the impact of cultural diversity in the workplaces, it is essential to appropriately manage the divergent thoughts and differences to augment the overall levels of creativity and innovation.

The global managers in the turbulent and the dynamic business environment represented by immense competition and change (Morris, Webb, & Franklin, 2011) are now gazing upon its workforce that can tap upon their capability to innovate with a view to adjust to this kind of a business situation. The creative knowledge (Shalley & Gilson, 2004) and innovation potential are now seen as key drivers for gaining a competitive advantage (Zhou & Hoever, 2014).

Also based upon the literature on cultural diversity and synergy in organizations, creativity and innovation as well as cultural intelligence, it can be seen that even though these concepts are extremely significant for organizational functioning (Zhan, Bendapudi, & Hong, 2015), success and gaining a competitive advantage, especially in a cross-national context, yet research has predominantly neglected these domains (Bouncken, 2009). Also, a broad look at the literature provides that despite academicians and researchers are exploring the context of the abovementioned concepts, there remains a gap to address the role that cultural diversity can play in shaping the creative potential and innovativeness of managers in MNCs particularly if they are culturally intelligent. Despite a growing body of literature on multi-cultural teams (Kirkman & Shapiro, 2005), or cultural diversity in teams particularly specific to ethnicity (Cox et al., 1991; Dahlin, Weingart, & Hinds, 2005), what factors contribute towards the development of creativity and innovation in a multicultural workforce is still under the process of exploration. As diversity calls for the integration of knowledge, resources, skills and perspectives, its role in bringing about innovative outcomes (Stahl, Maznevski, Voigt, & Jonsen, 2010) is seemingly inevitable. As the current research draws our attention towards that scarcity of literature dealing with the positive impact that cultural diversity holds on teams to bring out innovative solutions (van Knippenberg, De Dreu, & Homan, 2004), the present research work is an endeavor to use the cultural intelligence framework for providing the appropriate solutions.

Additionally, keeping into consideration the benefits that a multicultural workforce can bring to the organizations and the desire for organizations to compete and seek a competitive advantage, our attention is drawn towards harnessing the power of cultural diversity to augment innovative processes in the organization. The present research endeavor seeks to build our understanding of using cultural diversity as a source or driver for innovation in organizations. The paper also brings out the essence of cultural intelligence that enables in bringing about creativity and innovation in the organization. The paper aims at exploring the current research in the domain and offer several propositions alongwith suggesting an integrative conceptual model that establishes the linkages between cultural intelligence and creativity and innovation in organisations.

Keywords- Cultural Intelligence (CQ), Innovation, Creativity

References

- Adler, N. J., & Gundersen, A. (2012). *International Dimensions of Organizational Behaviour*. New Delhi: Cengage Learning.
- Amabile, T. M. (1986). The personality of creativity. *Creative Living*, 15 (3), 12-16.
- Bouncken, R. (2009). Creativity in cross cultural innovation teams: Diversity and its implications for leadership. In M. P., F. J., & W. E., Milieus of Creativity. *Knowledge and Space*. (Vol. 2, pp. 189-200). Dordrecht: Springer.
- Cox, T., Lobel, S., & McLeod, P. (1991). Effects of ethnic group cultural differences on cooperative and competitive behavior on a group task. *Academy of Management Journal*, 34 (4), 827-847.
- Dahlin, K.B., Weingart, L.R., & Hinds, P.J. (2005). Team diversity and information use. *Academy of Management Journal*, 48, 1107-1123.
- Doz, Y., & Wilson, K. (2012). *Managing global innovation: Frameworks for integrating capabilities around the world*. Boston: Harvard Business Review Press.
- Kirkman, B.L., & Shapiro, D.L. (2005). The impact of cultural value diversity on multicultural team performance. In D.L. Shapiro, M.A. Von Glinow & J.L.C. Cheng (Eds.), *Advances in International Management: Managing in International Team* (Vol. 18, pp. 33-67). London: Elsevier.
- Kurtzberg, T. (2005). Feeling creative, being creative: An empirical study of diversity and creativity in teams. *Creativity Research Journal*, 17, 51-65.
- Milliken, F., & Martins, L. (1996). Searching for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of Management Reviews*, 21, 402-433.
- Moran, R. T., Abramson, N. R., & Moran, S. V. (2014). *Managing Cultural Differences* (9th ed.). New York: Routledge.

- Morris, M., Webb, J., & Franklin, R. (2011). Understanding the manifestation of entrepreneurial orientation in the nonprofit context. *Entrepreneurship Theory and Practice*, 35 (5), 947-971.
- Shalley, C., & Gilson, L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. *The Leadership Quarterly*, 15 (1), 33-53.
- Stahl, G. K., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010). Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. *Journal of International Business Studies*, 41 (4), 690-709.
- van Knippenberg, D., De Dreu, C. K., & Homan, A. C. (2004). Work group diversity and group performance: An integrative model and research agenda. *Journal of Applied Psychology*, 89 (6), 1008-1022.
- West, M. (2002). Sparkling foundations or stagnant ponds: An integrative model of creativity and innovation implementation in work groups. *Applied Psychology: An International Review*, 51 (3), 355-424.
- Zhan, S., Bendapudi, N., & Hong, Y. (2015). Re-examining diversity as a double edged sword for innovation process. *Journal of Organizational Behavior*, 36 (7), 1026-1049.
- Zhou, J., & Hoever, I. (2014). Research on workplace creativity: A review and redirection. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 333-359.

Role of Disruptive HRM Practices in Enhancing Organizational Effectiveness

Dr. Aubid Hussain Parrey

The Business School, University of Jammu

Ms. Sunakshi Gupta

The Business School, University of Jammu

Ms. Prinka Dogra

The Business School, University of Jammu

Ms. Gurleen Kour

The Business School, University of Jammu

Research Problem

Organisations are greatly benefited by the use of technology. Technology is everywhere and it is changing the way things work, hence it is disruptive. Constant and frequent changes in technology present challenges and opportunities for the growth of business. In the past decade, disruptive technology has grown in a tremendous way and has changed the way we work. In this article, authors will find impact of disruptive technology on organisations effectiveness.

Definition of Variables

Disruptive Technology

Disruptive technology is a technology which displaces the existing technology used, resulting in changing the entire industry. Christensen coined the word disruptive technology in his bestselling book *The Innovator's Dilemma*. Disruption does not occur all of a sudden and it is overlooked by the business houses until the market has already moved away from them (Christensen et al., 2002). Disruptive technology is summarised into four categories of artificial intelligence, robotics, networking and advanced manufacturing (Evans, 2017). Empirical results show that organisations respond to disruption by changing or extending or adapting the resources, processes and values/culture present in the organisation (Karimi and Walter, 2015). Digital disruptions are about big data, convenience, personalisation and contextual services with the use of algorithms, data visualisation and machine learning. Any organisation which focuses on surviving in the marketplace has to consider the companies which cause disruption in the market and take into account current trends, markets, competitors and customers (Kassel, 2017).

Adoption of Disruptive HRM Technologies

Increasingly, AI-assisted HRM is presented as a new strategic imperative for a firm's survival and growth. Prevailing empirical literature proves that the disruptive-HRM practices impacts the E-HRM use or adoption (Moghavvemi, 2017 and Giri et al., 2019).

As contemporary technology for HRM is the disruptive technologies for HRM, it can be deduced that the intention for disruptive technologies for HRM has a causal relationship with adoption of disruptive technologies for HRM. It is referred to as the degree to which an individual believes that a technical infrastructure exists to support the use of technology innovations (Venkatesh et al., 2003). Empirical research reveals that the use of communication technology organizational IS-related support (Ibrahim et al., 2019) and web-based technological innovations (Bissola and Imperatori, 2013) aid in the adoption of the disruptive-HRM (Rathee and Bhuntel, 2021). Contemporary thought highlights that fast Internet connectivities and mobile technologies are a vehicle for disruptive technology for HRM adoptions (Waddill, 2018).

Organisational Effectiveness

With regard to performance indicators, organizational effectiveness is the most comprehensive variable (Sparrow & West, 2002) as it encompasses different and increasingly more complex performance outcomes that include (Sparrow & Cooper, 2014): proximal (i.e. commitment, satisfaction), intermediate (customer service) and distal or organizational performance outcomes (financial performance). Following the authors, organizational effectiveness is defined as a set of important performance outcomes covering proximal, intermediate and distal or organizational performance indicators. The variable to measure organizational effectiveness is composed of five items measuring: commitment for continuous improvement, stability of production process, knowledge about customers' requirements, business models process improvement, and operational and financial results.

Objectives of the Study

1. To study the impact of disruptive HRM practices on the adoption of disruptive technologies.
2. To study the impact of the adoption of disruptive technologies on organizational effectiveness.
3. To Study the impact of disruptive HRM practices on organizational effectiveness.

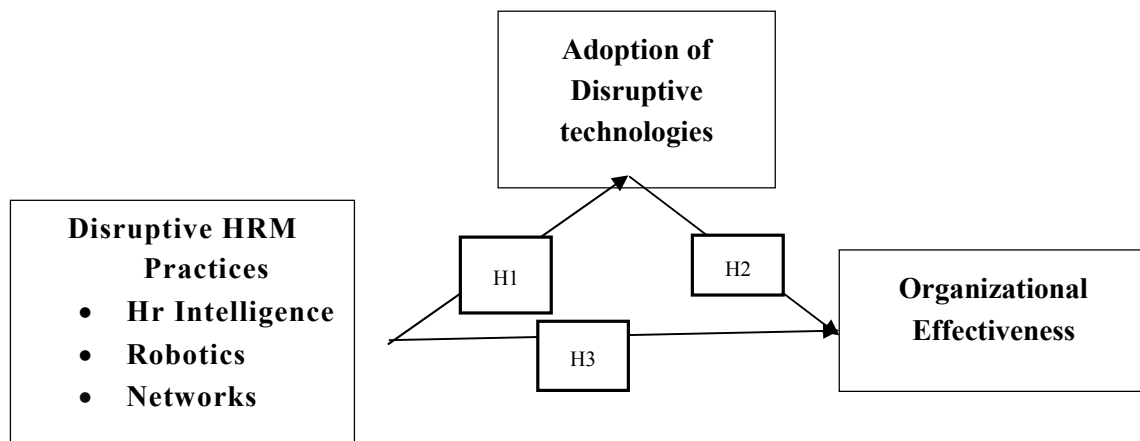


Figure 1: Conceptual Model

Research Methodology

The study shall adopt a descriptive research design using a cross-sectional survey strategy with a self-administered questionnaire from employees of IT industries.

Findings of the Study

(Work-in-Progress)

Limitations and Future Research

Limitations of the study will be based on contextualisation of the research

Keywords- Disruptive Technologies, Robotics, Organisational Effectiveness

References

- Christensen, C. M., Johnson, M. W., & Rigby, D. K. (2002). Foundations for growth: How to identify and build disruptive new businesses. *MIT Sloan Management Review*, 43 (3), 22–31.
- Evans, G. L. (2017). Disruptive technology and the board: The tip of the iceberg. *Economics and Business Review*, 3(1), 205-223.
- Karimi, J., & Walter, Z. (2015). The role of dynamic capabilities in responding to digital disruption: A factor-based study of the newspaper industry. *Journal of Management Information Systems*, 32(1), 39-81.
- Stanley, D. S., & Aggarwal, V. (2019). Impact of disruptive technology on human resource management practices. *International Journal of Business Continuity and Risk Management*, 9(4), 350-361.

- Moghavvemi, S., Phoong, S. W., & Lee, S. T. (2017). Impact of perceived desirability, perceived feasibility and performance expectancy on use of IT innovation: technology adoption decisions and use behaviour. *Vidyodaya Journal of Management*, 3(1), 43-76.
- Giri, A., Paul, R., Chatterjee, S., Bag, M., & Aich, A. (2019). Intention to adopt e-HRM (electronic human resource management) in Indian manufacturing industry: an empirical study using technology acceptance model (TAM). *International Journal of Management*, 10(4).doi: 10.34218/IJM.10.4.2019.020.
- Ibrahim, H., Shamsuddin, F. M., Yusoff, Y. M., & Zin, M. L. M. (2018). The structural relationship between organisational-information system related support, technology self-efficacy, and end-user satisfaction with E-HRM. *The Journal of Social Sciences Research*, 1111-1119. doi: 10.32861/jssr.spi6.1111.1119
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 27(3), 425-478. doi: 10.2307/30036540
- Waddill, D. D. (2018). *Digital HR: A guide to technology-enabled human resources*. Society For Human Resource Management.
- Rathee, R., & Bhuntel, M. R. (2021). A study on employee perception about the use of e-HRM in IT. *SCMS Journal of Indian Management*, 18(1), 37-47.
- Bissola, R., & Imperatori, B. (2013). Facing e-HRM: the consequences on employee attitude towards the organisation and the HR department in Italian SMEs. *European Journal of International Management*, 7(4), 450-468. doi: 10.1504/EJIM.2013.055282.
- Sparrow, P., & Cooper, C. (2014). Organizational effectiveness, people and performance: new challenges, new research agendas. *Journal of Organizational Effectiveness: People and Performance*, 1(1), 2-13. doi:10.1108/JOEPP-01-2014-0004.



Theme 5 : Role of Management Education in Innovation and Sustainability

Extremely dynamic business world and the rapidly developing knowledge-based service economy have put in an increased demand for professionals to manage the businesses effectively. This is precisely the reason why amongst the various other fields of knowledge, the desire for acquiring management qualifications is growing rapidly, both amongst the fresh graduates and working executives. Management Education is the key in this aspect as it provides the prospective managers the strength to anticipate, control and minimize the risks persisting in the external environment which are continuously posing restrictions and challenges to the business world. In this backdrop, the role of management institutes in innovation and sustainable development is of great importance both for the private and public sector in the following areas: (a) contributing to fundamental research; (b) combining existing knowledge; (c) education and training (curriculum development); (d) creating space for open exploration of ideas; (e) community involvement. The systemic, societal character of sustainability and innovation further, calls for management institutes to leverage their capabilities at a much larger level. These institutes along with policy-makers in the public sector are required to play a active role in taking into account not only the technology aspects, but also the social aspects that underpin the innovation process, which are critical for the sustainability domain of knowledge.

Navigating CSR Pathways: The Ethical Leadership-Moral Identity Nexus

Mr. Mubashir Ahmad Aukhoon

School of Commerce and Management, CP University, Kota, Rajasthan

Mr. Junaid Iqbal

Department of Management Studies, South Campus, University of Kashmir, Anantnag

Mr. Umer Majeed Sheikh

Department of Management Studies, RIMT University, Mandi Gobindgarh, Punjab

Abstract

The current study analyses the relationship between ethical leadership and Corporate Social Responsibility (CSR), focusing on the mediating role of moral identity in the context of banking employees using Social Identity Theory. A total sample size of 290 banking professionals was used to study the complicated linkages between these essential structures using a random sampling procedure. The research attempted to understand how ethical leadership practises influence CSR outcomes and how this link is mediated by individuals' moral identities using thorough analyses that included mediation models and statistical methodologies. The findings show that ethical leadership has a significant direct effect on CSR, highlighting the importance of leadership behaviours in creating commitment towards social responsibility efforts. Furthermore, the study reveals persuasive evidence that moral identity plays a mediating role. It implies that ethical leadership has an indirect impact on CSR by building a strong moral identity among employees, encouraging their participation in CSR initiatives. This study provides important insights into the methods by which ethical leadership shapes CSR practises, highlighting the key significance of moral identity inside banking organisations.

Keywords- Ethical Leadership, Moral Identity, Corporate Social Responsibility, Social Identity Theory.

References

- Herzog, L. (2017). No company is an island. Sector-related responsibilities as elements of corporate social responsibility. *Journal of Business Ethics*, 146 (1), 135-148.
- Reed, J., Van Vianen, J., Deakin, E.L., Barlow, J. and Sunderland, T. (2016). Integrated landscape approaches to managing social and environmental issues in the tropics: Learning from the past to guide the future. *Global Change Biology*, 22 (7), 2540-2554.
- Christian J. R., Michael B. H. (2013). Ethical leadership, moral equity judgments, and discretionary workplace behavior. *Human Relations*, 66 (7), 951-972 DOI:10.1177/0018726713481633

How to Successfully Assimilate ICT Innovations in Healthcare Sector: Examining the Role of Top Management Support, Absorptive Capacity, and Learning Culture as Key Organizational Factors

Dr. Versha Mehta

Department of The Business School, University of Jammu, J & K, India

Ms. Puneet Kour

Department of The Business School, University of Jammu, J & K, India

Abstract

The importance of information and communication technology (ICT) to healthcare organisations is being recognised today as paramount and critical, in order, to realise superior healthcare delivery. Successful assimilation of ICT, which is the central focus of this study, then becomes a key consideration in ensuring that ICT is appropriately and systematically deployed into a healthcare organisation. Drawing upon the structuration theory and the conceptual lenses of learning abilities of an organization, the study develops a theoretical model to investigate the impact of key organizational factors, that act as important facilitators to the information systems assimilation process. The present study carried out a survey-based quantitative research in select hospitals in the healthcare sector of India. The population of this study included Administrators, Doctors, nurses, ICT directors, radiologists and laboratory technologists, and system experts. Empirical analysis results suggest that top management support enhances the absorptive capacity of an organization and effects the learning culture alongside, both of which act as important antecedents to the significant phenomenon of organizational learning, that finally leads to the successful assimilation of ICT systems.

Keywords- Top Management support, Absorptive Capacity, Learning Culture, Organizational Learning, ICT Assimilation

Understanding Psychological Ownership in Online Multiplayer Games

Dr. Shelleka Gupta

The Business School, University of Jammu, Baba Saheb Ambedkar Road, Jammu

Ms. Bonia Sharma

The Business School, University of Jammu, Baba Saheb Ambedkar Road, Jammu

Background

In today's digital era, millennial generation spend more time than ever before on digital platforms. Feather on the crown is it has been possible through smartphones and internet connectivity which is essential for a powerful communication and entertainment platform (Routley, 2017). Among many other digital usages like e learning, online shopping, e payments, online music- movies etc. online games have witnessed the steep growth. Online gaming is one of the widely used leisure activity. Moreover, in 2023, the GLOBAL ONLINE GAMING MARKET generated approximately 26.14 billion U.S. dollars in revenues, which translates to a 9.8 percent growth compared to the previous year. Therefore, this online gaming sector gains researcher's interest to explore its different fields and contexts.

Research Gap

In the research world, the centre of attention for researches has shifted to explore the online gaming sector in hopes of explaining why gamers have begun to indulge more into these games, but very few have come to the results (Angela Basseby, 2020). However, it has been noticed that most of the studies on online games confront only problematic themes like online gaming addiction, game craving, mental health, development of problematic game behaviour, speculations, etc. (Orme, 2021; Wang 2021; King et al., 2016; Connor et al., 2015; Haagsma et al., 2013; Pieterse, 2012; Wan & Chiou 2006). So, the current study aims to bridge the gap by identify another, yet different angle in the field of online multiplayer games i.e. psychological ownership as suggested by researchers (Haberlin and Atkin 2022; Morewedge et al. 2021; Kirk & Swain, 2018; Scott & Armstrong 2013; Moon et al. 2013; Pierce et al. 2001; 2003).

Purpose

This study aims to understand the impact of psychological ownership in context of online multiplayer games (OMG). Further, the study will examine various behavioural consequences of

psychological ownership of gamers like word of mouth, willingness to pay and competitive resistance with regard to OMG.

Design/ Methodology

The data analysis was conducted with 200 responses from the gamers of OMG. The snowball sampling techniques was used for collecting the responses. Variance based partial least square structural equation modeling (PLS-SEM) was applied in the study to investigate the proposed conceptual model on psychological ownership and its behavioural consequences.

Finding

The results of the study indicate that psychological ownership positively leads to word of mouth but do not have significant impact on willingness to pay and competitive resistance.

Originality/value

The present study is the first of its kind to empirically explore the impact of psychological ownership of online multiplayer gamers. This study would be valuable to online gaming companies, developers, and marketers since it would aid them in developing plans for maintaining a variety of players by utilizing psychological ownership. Moreover, in the modern digital world, psychological ownership becomes equally important for understanding customers' psychology. Therefore, it is crucial to comprehend how psychological ownership impacts online multiplayer gamers.

Research Implications/Limitations

The study adds value by putting up actionable marketing strategies for gaming firms that seek to use and preserve psychological ownership of gamers for the positive outcomes for their firms. However, the study recommends using other constructs in the model as well. Also, the future scholars can bring up demographic comparison into this conceptual model for more clarity.

Keywords- Psychological Ownership, Behavioural Consequences, Partial Least Square Structural Equation Modeling

References

- Armstrong, J. S., & Scott, K. C. (2013). Effects of corporate social responsibility and irresponsibility policies. *Journal of Business Research*, 66 (10), 1922-1927.
- Haagsma, M. C., Caplan, S. E., Peters, O., & Pieterse, M. E. (2013). A cognitive-behavioral model of problematic online gaming in adolescents aged 12–22 years. *Computers in Human Behavior*, 29 (1), 202-209.

- Haberlin, K. A., & Atkin, D. J. (2022). Mobile gaming and Internet addiction: When is playing no longer just fun and games?. *Computers in Human Behavior*, *126*, 106989.
- King, C. (2016). Brand management—standing out from the crowd: A review and research agenda for hospitality management. *International Journal of Contemporary Hospitality Management*, *29* (1), 115-140.
- Kirk, C. P., & Swain, S. D. (2018). Consumer psychological ownership of digital technology. *Psychological Ownership and Consumer Behavior*, 69-90.
- Moon, J., Hossain, M. D., Sanders, G. L., Garrity, E. J., & Jo, S. (2013). Player commitment to massively multiplayer online role-playing games (MMORPGs): An integrated model. *International Journal of Electronic Commerce*, *17* (4), 7-38.
- Morewedge, C. K., Monga, A., Palmatier, R. W., Shu, S. B., & Small, D. A. (2021). Evolution of consumption: A psychological ownership framework. *Journal of Marketing*, *85* (1), 196-218.
- O'Connor, A.; Li, H., de Zubielqui, G. C., (2015). Entrepreneurial networking capacity of cluster firms: a social network perspective on how shared resources enhance firm performance. *Small Business Economics*, *45*, 523-541.
- Orme, S. (2022). “Just watching”: A qualitative analysis of non-players’ motivations for video game spectatorship. *New Media and Society*, *24* (10), 2252-2269.
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2001). Toward a theory of psychological ownership in organizations. *Academy of Management Review*, *26* (2), 298-310.
- Pierce, J. L., Kostova, T., & Dirks, K. T. (2003). The state of psychological ownership: Integrating and extending a century of research. *Review of General Psychology*, *7* (1), 84-107.
- Pieterse, J. N. (2012). Global rebalancing: Crisis and the East-South turn. In *Globalization and development in East Asia* (pp. 36-60). Routledge.
- Wang, Y. (2021). Guest editorial: Artificial intelligence for B2B marketing: Challenges and opportunities. *Industrial Marketing Management*, *105*, 109-113.

Luxury Services Experience from the Lens of Self: Research Propositions and Future Research Agenda

Mr. Arun Sharma

Department of Commerce, University of Jammu, Jammu

Prof. Hardeep Chahal

Department of Commerce, University of Jammu, Jammu

Introduction

In today's competitive scenario, where the world is witnessing the outstanding growth of luxury brands, luxury researchers and brand managers need to theorise and underpin the luxury services concept (D'Arpizio et al., 2017; Han et al., 2017). While extensive research is available on luxury goods, research on luxury services is scarce in the marketing literature (Thomsen et al., 2020; Wirtz et al., 2020; Holmqvist et al., 2020). There luxury consumption has seen a change over time, moving from having to being and from owning to experiencing (Cristini et al., 2017; Hemetsberger, Von Wallpach, & Bauer, 2012). From conspicuous elicited motives to self-actualisation needs, luxury has been seen changing its notion. With this changing notion of luxury, the concept of new luxury that is self-driven is evolving. However, intrinsic factors such as self-identity, self-motives, self-gratification, self-gifting etc., are less researched. Scholars, namely Thomsen et al., 2020; Wirtz et al., 2020; Back et al., 2022 specifically remarked that literature on luxury services particularly on more consumer- focused and experiential luxury is still scant. Particularly, Shahid and Paul (2021) and Peng et al. (2020) have stressed on the need for research on self-perspective. The literature review highlighted on the need to conceptualise luxury services, their dimensions and specific factors that explain luxury consumers' attitudes & behaviour. Specifically, how consumers' inner motives, awareness about luxury brands, knowledge and involvement affect their luxury services experience and, ultimately, their association with the brand and their subjective happiness is equally vital to work upon.

Based on this backdrop, there is a strong need to theorise and develop the luxury services framework from consumers' self-perspective. The present study bridges the gap by synthesizing existing luxury literature and provides a systematic review of extant luxury literature. It also identifies a set of intrinsic factors, i.e. inner-directed and hedonic aspects of luxury services that may affect the consumption experience of luxury consumers. It also highlights the other new or

less explored research domains to underpin theoretical and empirical aspects of luxury services. Thus, our study adds to the current knowledge about the consumer decision-making process regarding luxury services brand experiences.

Methodology

The study follows a three-stage systematic review of literature on luxury goods and services as suggested by Tranfield, Denyer, and Smart (2003).

In the first stage, the roadmap for the review is planned by the two experts. The experts identified the selection of inclusion and exclusion criteria and critical studies to assess the relevance and size of the literature. This stage also helped in reducing the researcher's bias. Besides, to ensure the quality outcome of the review, it is also decided to include articles published in journals under ABDC. This is primarily because studies published in ABDC journals are recognised for quality and are scholarly evidence for understanding the development of the concepts in the field.

In the second stage, a review of the literature is conducted. Based on the criteria identified in the first stage, all the major articles on luxury are identified. Searches in Google Scholar are undertaken to identify articles on luxury services using keywords like Luxury, Luxury Services, 'Determinants' or 'Drivers' or 'Dimensions' of Luxury Services, Luxury Services Experience, Unconventional Luxury and Luxury for Self. Later, citations from major articles are used to identify more articles on luxury services. Textbooks and conference papers are excluded from the analysis. In this process, we identified more than two hundred research papers on luxury brands published from 2000 to 2022.

In the third and final stage, all the conceptual and empirical studies on luxury consumption that falls under the purview of selection criteria are included. All the selected individual articles are thoroughly reviewed to identify the significant dimensions, drivers and outcomes of the luxury services experience. In this final process, 143 articles are selected and thoroughly reviewed.

Meaning and Dimensions of Luxury

Luxury is a relatively dynamic concept that is still developing and evolving (Gurzki & Woisetschlager, 2017). In luxury literature, since its inception, there has been no common consensus among scholars and academicians on the generally accepted definition and dimensions. Despite the extensive literature available on luxury, scholars cannot find standard characterisation to define and conceptualise luxury brands (Ko et al., 2019). The conception of a luxury brand's dimensions has fluctuated from time to time (Cristini et al., 2017). Even earlier, Phau and Prendergast (2000) remarked that the impact of subjectivity makes it difficult to differentiate the luxury brand from non-luxury. Writz et al (2020) pointed out that the biggest challenge in defining a standard definition is the categorisation of luxury, that is, the point at

which a non-luxury product ends and a luxury product begins in the continuum, depends on an individual's judgment and his subjective perception.

Marketing literature has primarily discussed the luxury concept from the product-centric perspective (Ko et al., 2019) and considered a set of dimensions related to luxury goods, such as high quality, exclusivity, aesthetics, extraordinariness and premium pricing to define luxury services. The traditional definition of luxury continues to focus on social exclusivity to signal wealth (Kapferer & Bastien, 2009) and define luxury as high-quality products sold at high prices (Ko et al., 2019). Most of the typical definitions of luxury have used multiple dimensions to elaborate the concept of a luxury brand. Interestingly dimensions like high quality, exclusivity, extraordinariness and premium pricing are present in most definitions. Recently Kim and Baker (2022) conceptualise luxury experience from the employee perspective highlighting the role of employees in enriching luxury experience. The study remarked that employee's luxury appearance and elitism attitude characterise the luxury service brand and have impact on consumers' luxury experience and behavioral intention. The pursuit of meaning by consumers has caused luxury to change over time, moving from having to being and from owning to experiencing (Cristini et al., 2017). Over the past some years, there has been an increased focus on experiential luxury, particularly how people enjoy "small luxuries" through indulgences. (Hemetsberger, von Wallpach, & Bauer, 2012).

Recently Thomsen et al. (2020) asserted that the experiential approach, particularly in the context of luxury services, is increasing in luxury research, with small hedonic experiences and moments becoming little luxuries. As traditional forms of object-oriented luxury consumption lose some signalling power, consumers are switching to more inconspicuous consumption, making it harder for others to copy them (Eckhardt, Belk & Wilson, 2015). The role of experiential approach in luxury services is gaining attention among scholars and practitioners. Luxury scholars viewed that unconventional dimensions like escapism and hedonic experience enrich the experience but are insufficient to characterise luxury. Some dimensions of conventional luxury, like high service quality, aesthetics, the ambience of the service place, and exclusivity (in the form of social, hedonic or monetary), are required to be supplemented for an experience to be termed as 'Luxury'.

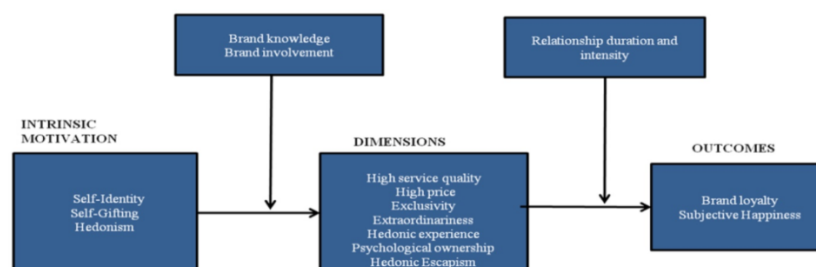
Dimensions

In the context of the services, the notion of luxury and its dimensions still lacks conceptual unity, as many scholars and academicians agree that the construct of luxury is multi-dimensional (Conejo & Cunningham, 2016). In literature, the luxury brand has been conceptualised differently by different researchers, having many unique dimensions such as high price (Kessous & Valette-Florence, 2019), exclusivity (Kessous & Valette-Florence, 2019), craftsmanship

(Bhaduri & Stanforth, 2016), high quality (Lee et al., 2018), aesthetics (Godey et al., 2012), authenticity (Wang et al., 2019), emotional connection (Atwal & Williams, 2009), conspicuousness (O'cass & Frost, 2002), hedonism (Kastanakis & Balabanis, 2014), experience (Tynan et al., 2010), psychological ownership (Wirtz et al., 2020), hedonic escapism (Holmqvist et al., 2020).

The literature mainly defines luxury brands based on consumers' perception of the brand and some managerially determined dimensions. In their work, Berthon et al. (2009) asserted that luxuries extend beyond mere product attributes as a luxury not only fulfils functional but psychological and emotional desires too. Most recently, the unconventional conceptualisation of luxury has also asserted that luxury extends beyond mere product characteristics, and the new luxury is purely experiential and inconspicuous. Even the tiny hedonic moments and moments of care in the form of interpersonal interaction can contribute to the luxury experience. Unconventional luxury emerges as a new luxury that surpasses material luxury (Kreuzer et al., 2020). Considering the debate on conventional and unconventional luxury, it is assessed that whether to consider a brand as a luxury or a non-luxury will largely depend on the perception of the consumer regarding that brand and the objective characteristics of the service that makes it the experience more luxurious. Based on the discussion above and considering the changing notion of luxury from material luxury to experiential luxury, the essential dimensions, namely exclusivity, extraordinariness, high price, high service quality, hedonic experience, hedonic escapism and psychological ownership, are identified as relevant in the context of luxury services.

Theoretical Model:



Research Propositions:

P1a: Self-identity positively and significantly influences luxury services consumption.

P1b: Self-Gifting positively and significantly influences luxury services consumption.

P1c: Hedonism positively and significantly influences luxury services consumption.

P2a: Luxury services are a multi-dimensional construct comprising high service quality, high price, exclusivity, extraordinariness, hedonic experience, psychological ownership and hedonic escapism.

P3a: Positive luxury services experience with the brand leads to brand loyalty.

P3b: Positive luxury services experience with a brand leads to subjective happiness.

P4a: Brand knowledge and involvement moderate the relationship between luxury service drivers and luxury service experience.

P4b: Duration and relationship intensity moderate the relationship between luxury service experience and its outcomes.

Keywords-Luxury Services, Hedonic Escapism, Exclusivity, Brand Loyalty

References

- Thomsen, T. U., Holmqvist, J., von Wallpach, S., Hemetsberger, A., & Belk, R. W. (2020). Conceptualising unconventional luxury. *Journal of Business Research*, 116, 441-445.
- Wirtz, J., Holmqvist, J., & Fritze, M. P. (2020). Luxury services. *Journal of Services Management*, 31 (4), 665-691.
- Ko, E., Costello, J. P., & Taylor, C. R. (2019). What is a luxury brand? A new definition and review of the literature. *Journal of Business Research*, 99, 405-413.
- Kreuzer, M., Cado, V., & Raies, K. (2020). Moments of care: How interpersonal interactions contribute to luxury experiences of healthcare consumers. *Journal of Business Research*, 116, 482-490.
- Cristini, H., Kauppinen-Räsänen, H., Barthod-Prothade, M., & Woodside, A. (2017). Toward a general theory of luxury: Advancing from workbench definitions and theoretical transformations. *Journal of Business Research*, 70, 101-107.

Libraries as a Creator of Health and wellness: A collaborative Approach to Higher Education

Ms. Akanksha Parmar

Dept. of Library & amp; Information Science, School of Mathematics, Computers & amp; Information Science, Central University of Himachal Pradesh

Dr. Shivarama K Rao

Dept. of Library & amp; Information Science, School of Mathematics, Computers & amp; Information Science, Central University of Himachal Pradesh

Purpose

Stress and depression among students in higher education have become pervasive issues with profound implications for academic success and overall well-being. The pressures associated with academic demands, career expectations, and social challenges contribute to heightened stress levels and an increased risk of depression. Students facing these mental health challenges often experience difficulties in concentration, decision-making, and maintaining healthy relationships. This paper aims to explore and advocate for the pivotal role of libraries in higher education as collaborative creators of holistic wellness initiatives, the purpose of the study is to understand how libraries can actively contribute to the well-being of students.

Method

A structured questionnaire was developed, consisting of closed-ended questions to quantify health and wellness metrics among students. The questionnaire covers areas such as physical health, mental well-being, awareness of available wellness resources, and engagement in wellness activities. The target population includes students from Government degree college Akhnoor, Jammu.

Conclusion

This research paper explores the evolving role of libraries in higher education institutions as key contributors to the health and wellness among students. Recognizing the critical interplay between physical, mental, and academic well-being, this study investigates the ways in which libraries can actively engage in fostering a culture of holistic wellness within the higher education community. It highlights the importance of collaboration between libraries, academic departments, health professionals, and other campus stakeholders in designing and implementing comprehensive wellness programs.

Keywords- Health and Wellness, Higher Education, Libraries, Mental Health, Workplace Students

Well-being among Faculty Members in Higher Education for Sustainability

Ms. Pooja Sharma

Central University of Jammu, Jammu, India

Prof. Jaya Bhasin

Central University of Jammu, Jammu, India

Introduction

According to recent studies, the condition of higher education teachers is deteriorating as a result of increased workload, both in terms of administrative tasks and rising demands for research and scholarly production, growing teaching loads, and rising student expectations (Selvaraj et al, 2021). This research paper delves into the concept of sustainable wellbeing within the context of higher education, with a specific emphasis on the wellbeing of faculty members. The study explores the challenges faced by academic professionals and the potential impact of sustainable practices on their overall well-being. By synthesizing existing literature, the paper aims to provide insights into how higher education institutions can foster sustainable wellbeing among faculty members, ultimately enhancing the overall academic environment.

Research Gap

Faculties working in higher education work as an interface between the curriculum to be imparted and goals of students who have joined their institutions. The wellbeing of students is moreover dependent on the wellbeing of their teachers but the same is overlooked for a longer time period. Faculties face a wide array of stressors that can impact their well-being. The workload model that has historically shaped higher education's culture requires continuous progress in teaching and research during their tenure only then they will be eligible for promotions (Sabagh et al., 2018). In an effort to achieve work-life balance, faculty members feel overworked and under constant pressure to meet the demands of academia (Stuckey et al., 2019). Hectic busyness into the academics is not a new phenomenon and on the top of it the evidence of COVID 19 leads to significant changes in the teaching style (Blignaut, 2021; Iordanou, 2023). A combination of both online and offline methods (blended learning) is the new trend further contributing to create havoc situation in higher education. The COVID-19 pandemic has had a significant effect on teachers' well-being (Roos & Borkoski, 2021; Iordanou, 2023). Teaching has consistently been recognized as a profession characterized by considerable challenges and stress, leading to elevated levels of tension, burnout, attrition, and diminished professional well-

being (Kennedy et al., 2022; Li, 2021; Benevene et al., 2020; Darbishire et al., 2020).

The challenges posed in the field of teaching are not limited to workload but lack of resources, and student behavior, can also impact teachers' well-being. Supportive measures and interventions can be implemented to promote teachers' personal growth and overall well-being (Hammoudi et al., 2023).

The United Nation's Sustainable Development Goals (SDGs) endorsing Health and Wellbeing practices (SDG-3) and Quality Education (SDG-4) are the driving force to maintain sustainable wellbeing of faculties working in higher education (UN 2015). In order to improve their wellbeing several developmental programs need to be designed in order to bring sustainability in higher education. It shows a commitment to internally transform the university in order to meet the new challenges these emergencies pose while also acknowledging the gravity of the current global emergencies.

This paper is an attempt to provide relevant literature and offer suggestions on how universities can help faculty members to maintain their well-being over time to have more sustainable pedagogical environments in higher education.

Purpose

- To examine the current state of well-being among faculty members.
- To analyze the link between faculty well-being and sustainability in higher education.
- To propose strategies for enhancing well-being through sustainable practices.

Research Methodology

This paper will undertake an extensive review of existing literature on this topic.

Findings of the Study

This study will provide valuable insights into the challenges faced by faculty members in higher education and the potential of sustainable practices to positively impact their well-being. The synthesis of existing literature underscores the need for a comprehensive and systemic approach to address the multifaceted dimensions of faculty well-being in the context of higher education.

Faculty members should be able to grow, learn, teach, and prosper in a higher education setting without sacrificing their personal wellbeing. The working culture of universities needs to become sustainable where innovative, objective tactics that support overall wellbeing of faculty members and are firmly grounded in solid research ought to be used.

Limitations and Future Research

Limitations

- The generalizability of findings may be constrained by the geographic, cultural, and institutional variations present in the selected studies. The applicability of certain sustainable practices and their impact on faculty well-being may differ across diverse higher education contexts.
- The quality of the studies included in this study is varied. While efforts were made to assess and report on study quality, the presence of lower-quality studies may impact the overall reliability of the findings.
- This study could have provided better results if it had been empirical in nature.

Keywords- Faculty, Higher education, Well-being, Sustainable wellbeing

References

- Benevene, P., De Stasio, S., & Fiorilli, C. (2020). Well-being of school teachers in their work environment. *Frontiers in Psychology, 11*, 1239.
- Blignaut, S., Pheiffer, G., Le Grange, L., Maistry, S., Ramrathan, L., Simmonds, S., & Visser, A. (2021). Engendering a sense of belonging to support student well-being during COVID-19: A focus on sustainable development goals 3 and 4. *Sustainability, 13* (23), 12944.
- Darbishire, P., Isaacs, A. N., & Miller, M. L. (2020). Faculty burnout in pharmacy education. *American Journal of Pharmaceutical Education, 84* (7), ajpe7925.
- Hammoudi Halat, D., Soltani, A., Dalli, R., Alsarraj, L., & Malki, A. (2023). Understanding and fostering mental health and well-being among university faculty: A narrative review. *Journal of Clinical Medicine, 12* (13), 4425.
- Iordanou, C. (2023). Sustainable Development in Higher Education: Promoting Mental Wellbeing During and Beyond Covid-19. In *SDGs in the European Region* (pp. 669-696). Cham: Springer International Publishing.
- Kennedy, D. R., Clapp, P., DeLuca, J. L., Filtz, T. M., Kroon, L., Lamberts, J. T., ... & Ray, S. D. (2022). Enhancing pharmacy faculty well-being and productivity while reducing burnout. *American Journal of Pharmaceutical Education, 86* (5), 8764.
- Li, S. (2021). Psychological wellbeing, mindfulness, and immunity of teachers in second or foreign language education: a theoretical review. *Frontiers in Psychology, 12*, 720340.
- Roos, B. H., & Borkoski, C. C. (2021). Attending to the teacher in the teaching: Prioritizing faculty well-being. *Perspectives of the ASHA Special Interest Groups, 6* (4), 831-840.
- Sabagh, Z., Hall, N. C., & Saroyan, A. (2018). Antecedents, correlates and consequences of faculty burnout. *Educational Research, 60* (2), 131-156.

- Selvaraj, A., Radhin, V., Nithin, K. A., Benson, N., & Mathew, A. J. (2021). Effect of pandemic based online education on teaching and learning system. *International Journal of Educational Development, 85*, 102444
- Stuckey, S. M., Collins, B. T., Patrick, S., Grove, K. S., & Ward, E. (2019). Thriving vs surviving: benefits of formal mentoring program on faculty well-being. *International Journal of Mentoring and Coaching in Education, 8* (4), 378-396.
- Assembly, G. (2015). Resolution adopted by the General Assembly on 11 September 2015. *New York: United Nations*.

Exploring the Impact of Health Information on Holistic Wellness within Higher Education: An Investigative Analysis

Dr. Shivarama K Rao

*Dept. of Library & Information Science, School of Mathematics, Computers & Information Science,
Central University of Himachal Pradesh (CUHP)*

Ms. Akanksha Parmar

*Dept. of Library & Information Science, School of Mathematics, Computers & Information Science,
Central University of Himachal Pradesh (CUHP)*

Background

This study delves into the profound influence of health information on the comprehensive well-being of individuals within higher education settings. Through an investigative lens, it examines the pivotal role played by access to health-related data, resources, and information dissemination in fostering holistic wellness among students and faculty. The analysis evaluates the interconnectedness between information accessibility, knowledge acquisition, and the cultivation of a wellness-oriented environment within higher education institutions. Insights gleaned from this research aim to illuminate the significance of health information in promoting a balanced, thriving academic community.

Purpose

Stress and depression among students in higher education have become pervasive issues with profound implications for academic success and overall well-being. The pressures associated with academic demands, career expectations, and social challenges contribute to heightened stress levels and an increased risk of depression. Students facing these mental health challenges often experience difficulties in concentration, decision-making, and maintaining healthy relationships. This paper aims to explore and advocate for the pivotal role of libraries in higher education as collaborative creators of holistic wellness initiatives, the purpose of the study is to understand how libraries can actively contribute to the well-being of students.

Method

A structured questionnaire will be developed, consisting of closed-ended questions to quantify health and wellness metrics among students of higher education institutions. The questionnaire

covers areas such as physical health, mental well-being, awareness of available wellness resources, and engagement in wellness activities.

Conclusion

This research will paper explore the evolving role of libraries in higher education institutions as key contributors to the health and wellness among students. Recognizing the critical interplay between physical, mental, and academic well-being, this study investigates the ways in which libraries can actively engage in fostering a culture of holistic wellness within the higher education community. It highlights the importance of collaboration between libraries, academic departments, health professionals, and other campus stakeholders in designing and implementing comprehensive wellness programs.

Keywords- Holistic Wellness, Information Dissemination, Knowledge Acquisition

Investigating the Role of Sequential Mediator in the Relationship between Social Media Use and Job Performance in the Indian Public University Context

Dr. Pooja Rani

Chandigarh School of Business, Chandigarh Group of College, Jhanjeri (Mohali)

Dr. Satinder Kumar

School of Management Studies, Punjabi University, Patiala

Purpose

This research aims to investigate the role of a sequential mediator in the relationship between social media use (SMU) and job performance (JP) in the context of Indian Public Universities. With the increasing integration of social media in the workplace, it is crucial to understand how these platforms influence job performance and the mechanisms through which this relationship operates. This study proposes to examine the mediating role of social capital (SC), self-efficacy (SE), job satisfaction (JS), and knowledge sharing (KS) in the relationship between social media use and job performance.

Research Methodology

This study investigates the role of sequential mediation in the relationship between social media use (SMU) and job performance (JP) among teaching faculty in Indian public universities. Drawing upon the serial mediation framework proposed by Hayes (2013), the study examines the mediating role of SC, SE, JS and KS in the relationship between social media use and job performance. The main hypotheses of the study were tested using a measurement instrument consisting of eight items. These items were designed to measure the constructs of interest in the study. To assess participants' responses, a seven-point Likert scale was utilized, with response options ranging from 1 (strongly disagree) to 7 (strongly agree). The Likert scale allowed participants to indicate their level of agreement or disagreement with each statement, providing a quantitative measure for analyzing the data. Data was collected from a sample of 702 teaching faculty members who use social media platforms. To test the hypothesis that social capital, self-efficacy, job satisfaction, and knowledge sharing act as sequential mediators in the relationship

between social media use and job performance, the researchers employed the SPSS Process Macro developed by Hayes (2017). The Process Macro is a widely used tool for conducting mediation analysis in social science research. Mediation analysis allows researchers to investigate the indirect effects of an independent variable (in this case, social media use) on a dependent variable (job performance) through one or more mediators (social capital, self-efficacy, job satisfaction, and knowledge sharing). The Process Macro facilitates this analysis by estimating the direct and indirect effects and providing statistical significance tests for these effects. Structural equation modeling (SEM) was employed to analyse the associations between the variables and test the proposed serial mediation model.

Findings

Based on the findings of the study, it can be concluded that the dimensions of social capital (SC), self-efficacy (SE), job satisfaction (JS), and knowledge sharing (KS) sequentially mediator between social media use (SMU) and job performance (JP) among teaching faculty in Indian public universities. The study suggests that social media use serves as a prerequisite for the development of various dimensions of social capital. Furthermore, the other mediating constructs, including self-efficacy, job satisfaction, and knowledge sharing, further influence each other, ultimately leading to positive effects on job performance. The overall result indicates a significant and positive indirect effect between social media use and job performance. The findings of the structural equation model (SEM) support the hypotheses, demonstrating positive associations between social media use and all dependent constructs. Additionally, the mediators (social capital, self-efficacy, job satisfaction, and knowledge sharing) are positively related to job performance, aligning with expectations. The study reveals that social media use indirectly influences job performance through the mediating variables. These results indicate that social media use can have a positive impact on job performance among teaching faculty. The findings support the notion that social media usage affects job performance through its influence on social capital, self-efficacy, job satisfaction, and knowledge sharing. This suggests that utilizing social media platforms can contribute to improved job performance in the context of teaching faculty.

In future studies, it is suggested to explore the moderating effects within the mediation model, examining how specific factors may enhance or diminish the relationship between social media use and job performance. By considering the influence of moderators, researchers can gain a deeper understanding of the dynamics involved and provide more comprehensive insights. Overall, the study underscores the importance of social media use in facilitating positive outcomes for job performance. It suggests that leveraging social media platforms can be

beneficial for teaching faculty and recommends further investigation into the role of moderators in the mediation model.

Implications

This study suggests that university administrations can leverage social media to enhance teaching faculty's job performance by fostering social capital, self-efficacy, job satisfaction, and knowledge sharing. By providing support, training, and establishing clear guidelines, universities can harness the potential of social media as a valuable tool for professional growth, collaboration, and engagement among teaching faculty members. The study findings indicate that social media usage has a significant impact on the development of social capital among teaching faculty in Indian public universities. This, in turn, contributes to the enhancement of self-efficacy and knowledge sharing among faculty members. The research also reveals a positive correlation between self-efficacy and job satisfaction, indicating that social media usage indirectly influences job satisfaction. Given these findings, university administrators can take valuable insights from the study to evaluate the appropriateness of social media usage among teaching faculty. The transformation in communication, connections, and information sharing brought about by social media necessitates administrators' attention to its potential benefits for faculty members. It is recommended that university administrators organize training programs to familiarize teaching faculty with the effective use of social media to improve their job performance. These training programs should aim to sensitize faculty members about the advantages of utilizing social media platforms. By providing guidance on leveraging social media for professional purposes, teaching faculty can better understand how to maximize its benefits. Such programs can help faculty members enhance their self-efficacy, foster knowledge sharing, and ultimately lead to improved job performance.

In summary, the study findings suggest that social media can significantly contribute to the development of social capital, self-efficacy, and job satisfaction among teaching faculty in Indian public universities. University administrators should consider these findings and organize training programs to educate faculty members on effectively utilizing social media for professional purposes, fostering improved job performance.

Originality

Furthermore, the study's specific focus on teaching faculty in Indian public universities adds relevance and contextual richness to the research. It acknowledges the distinct challenges, opportunities, and dynamics present within this specific setting, providing insights that can inform university administrators, policymakers, and educators in designing strategies to leverage

social media effectively for improved job performance among teaching faculty members. The originality and novelty of the study contribute to the broader academic discourse surrounding social media use, job performance, and the unique context of Indian public universities. It highlights the importance of further research in this area and provides a foundation for future studies to build upon.

Keywords- Social Media Use, Social Capital, Self-Efficacy, Knowledge Sharing, Job Satisfaction, Job Performance

Drivers of Brand Identity, Self-Brand Connection and Brand Loyalty in Indian Higher Education: An Employees Perspective

Dr. Neetu Kumari

Department of Commerce, School of Social Sciences, Cluster University of Jammu, India

Prof. Hardeep Chahal

PG Department of Commerce, University of Jammu, India

Dr. Asha Rani

Department of Commerce, Government Degree College Kunjwani, Jammu, India

Purpose

This paper advances the current understanding of drivers of brand identity, self-brand connection and brand loyalty in the higher education sector. It examines the composition of the learning & knowledge transfer process, effective administrative quality process, infrastructure quality management practice, and work engagement as significant drivers of brand identity, self-brand connection and brand loyalty.

Design/Methodology/Approach

Survey was conducted with 206 faculty of seven public colleges in the Jammu and Kashmir Union Territory, India. Partial Least Square technique is used for data analysis and hypotheses testing.

Findings

The results find brand identity and self-brand connections as two serial mediators between three drivers excluding effective administrative quality process and brand loyalty. The results indicate that institutional brand loyalty can be strengthened more effectively through learning & knowledge transfer process, infrastructure quality management practice, and work engagement rather than through an effective administrative quality process.

Originality

This study establishes the roles of learning & knowledge transfer process, infrastructure quality management practice, and work engagement as significant drivers in building institutional brand loyalty in higher education institutions. This study contributes to the literature by identifying the black-box using brand identity and self-brand connections between the three drivers namely

learning & knowledge transfer process, infrastructure quality management practice, and work engagement and brand loyalty.

Keywords- Brand identity, Self-brand connection, Brand loyalty, Partial least square

References

- Conway, D.M. (2022). Five Critical Domains of Effective Leadership in Higher Education Administration. In *Leadership and Followership in an Organizational Change Context*, 90-113, IGI Global.
- Deligero, J.C.L. & Laguador, J.M. (2014). Work engagement among employees and its relationship with work units' performance of a higher education institution. *International Journal of Management Sciences*, 3 (12), 909-917.
- Docampo, D., Safón, V. & Albert, C. (2022), "Research, Teaching, and Knowledge Transfer Assessment in Spain: Strategies and Results. *Frontiers in Research Metrics and Analytics*, 7, 817031.
- Drenoyianni, H. & Kourtis, P. (2022). Investigating the development of higher order thinking in an elementary classroom: results from a mixed methods study. *Education*, 3 (13), 1-19.

Revisiting Internal Branding, Brand Commitment, Brand Citizenship Behaviours Relationship: Role of Disposable Resources and Person-Organisation Fit

Dr. Parul Chhibber

Department of Commerce, School of Social Sciences, Cluster University of Jammu, India

Prof. Hardeep Chahal

Department of Commerce, University of Jammu, India

Introduction

Organisations, public or private, strive towards excellence seeking customer satisfaction and enhanced organisational performance through brand-supportive attitudes and behaviours (Garas et al., 2018). Consequently, there is an immediate need to adopt a brand-supportive attitude to create an encouraging organisational climate to enhance employee engagement and emotional attachment to the brand (King & So, 2015). As a result, recent branding initiatives have shifted their promotional focus on internal organisational context by engaging employees in the culture and strategy development to understand the brand better, live it and be committed to it (Aljarah & Bayram, 2021). Internal branding ensures the strategic alignment of human capital with organisational goals by connecting employees to the organisation's vision and values. Customer contact employees have maximum interaction with the customers, and their explanation of what the organisation signifies significantly impacts customers' brand perception (Matansda & Ndubisi, 2013; Burman & Zeplin, 2005). Therefore, internal branding must deliver exact brand messages to external constituencies. Considering the significance of internal branding, the present study is conducted to have in-depth knowledge regarding the role of internal branding and its outcomes (attitudinal and behavioural) whilst considering the influence of two moderators.

This research will investigate the following problems: (1) Does internal branding enhance brand commitment? (2) Does brand commitment enhance brand citizenship behaviours? (3) Does brand commitment mediate the relationship between internal branding and brand citizenship behaviours? (4) Does the disposable resources and person-organisation fit have a moderating effect on the relationship between internal branding-brand commitment and brand commitment-brand citizenship behaviours?

Therefore, this study contributes to the existing empirical literature by expanding its insightful knowledge beyond the Western school of thought to Indian settings in general and the HE sector in particular.

Sampling Design and Methodology

Selection of Management Institutes

Therefore, the sampling frame for this study includes consistently ranked management institutions across four surveys conducted at the national level by Business Today, Times of India, Outlook India and India Today in 2019 to analyse the relationship because of the high level of competition between such institutes. Internal branding concept in this sector is utilised to create points of difference.

Selection of Respondents: As the duration of personal contact between employees and students is longer in the education sector, HE employees, can profoundly impact students' experience with the institutes' brand. Thus, academic and administrative staff members were contacted to determine the internal branding practices followed and their outcomes in their respective institutes.

Collection of Data

Pretesting: To check the feasibility of questionnaire in the higher education sector, a pilot survey was also conducted from academic and administrative staff of management institutes (IIT Jammu & IIM Jammu) using questionnaires.

Final Survey: Primary data were obtained from the academic staff of various management institutes. Data were collected through online mode using google forms.

Demographic Profile of Respondents: Out of the total of 302 respondents (352 (academic staff) and 150 (administrative staff)), 76% married, 64% are males, 54% are in the age group of 25-45, 43% belong to 45-60 years category, and only 3% are above the age of 60 years.

Results

Descriptive Statistics, Convergent validity, Discriminant validity and Common Method Bias (CMB): After data feeding outliers were detected. Further, the study uses Cronbach alpha, composite reliability, and average variance extracted (AVE), to evaluate the scale's internal consistency, reliability scale, and discriminant validity scale. values of studied variables. All the values are above the suggested threshold limit. Further, construct validity is established using CFA indicators such as χ^2/df , NFI, CFI, RMSEA. The indicators for all the constructs show good model fitness.

Structural Equation Modelling: Structural equation modelling (SEM) using AMOS was used to examine the first two hypotheses of this study, i.e., measuring internal branding-brand commitment, brand commitment-brand citizenship behaviours relationship. The positive SRW=.421 and significant critical ratio=2.667 above the suggested critical value of 1.96, confirm that internal branding practices contribute positively in the development of brand commitment among employees towards the brand. The positive SRW=.248 and significant critical ratio=1.99 above 1.96 reveal that brand commitment significantly affects brand citizenship behaviours.

Hayes Process: In this study, Hayes Process (Macro) is used to check the role of mediating (Brand commitment) and moderating (Disposable resources, Person-organisation fit) variables.

The role of brand commitment as a mediator is also exhibited as the CIs of the indirect effect of internal branding on brand citizenship behaviours does not include zero (Table 2). Further, the moderating role of disposable resources in the relationship of internal branding and its brand commitment is also established. Further, disposable resources' interaction with brand commitment establishes its moderating role. Further, the moderating role of person-organisation fit in internal branding and brand commitment relationship is not established.

Theoretical and Managerial Implications

The study strengthens the role of social exchange theory in treating employees by establishing that when employees are given brand insights through internal branding activities and are rewarded, appreciated, and regularly communicated, they in return internalise brand favourable attitude i.e. brand commitment and subsequently depict brand citizenship behaviours. In addition, the findings of this study have various implications for managers/heads working in the field of the higher education sector. The managers/heads are suggested to devise policies related to four internal brand-building practices: brand centred HRM, leadership, internal branding communications, workplace spirituality to build and maintain a positive brand image and maintain such mindset at a cultural level among employees. Heads of the higher education sector are advised to provide adequate disposable resources such as technology, funds, intangible things like autonomy, regular feedback, giving required training, giving opportunities for professional growth, etc. Lastly, consideration of both complementary and supplementary fit while recruiting employees is important as person-organisation fit is strengthening the impact of brand commitment on positive brand behaviours.

Limitations

This study is theoretically limited to examine the overall impact of internal branding on its brand commitment. The examination of the dimension-wise relationship of internal branding with brand commitment can portray the contribution of each dimension in building it. Further, the

comparison of perception of employees of IIMs and other management institutes can also be done to assess the difference in prevalence of internal branding activities of these institutes.

Keywords- Internal Branding, Brand Citizenship Behaviour, Brands Commitment, Disposable

References

- Aljarah, A., & Bayram, P. (2021). Internal branding and brand citizenship behavior: The role of trust, commitment, and organizational climate. *New Challenges for Future Sustainability and Wellbeing*, 441-462. <https://doi.org/10.1108/978-1-80043-968-920211024>.
- Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioural approach to internal brand management. *Journal of Brand Management*, 12 (4), 279-300.
- Garas, S. R. R., Mahran, A. F. A., & Mohamed, H. M. H. (2018). Internal corporate branding impact on employees' brand supporting behaviour. *Journal of Product and Brand Management*, 27 (1) 79–95.
- King, C., & So, K. K. F. (2015). Enhancing hotel employees' brand understanding and brand-building behaviour in China. *Journal of Hospitality and Tourism Research*, 39 (4), 492-516.
- Matanda, M. J., & Ndubisi, N. O. (2013). Internal marketing, internal branding, and organisational outcomes: The moderating role of perceived goal congruence. *Journal of Marketing Management*, 29 (9-10), 1030-1055.

Transforming Educational Landscapes: Insights into Cultural Diversity and Inclusion

Mr. Mohammed Juned Hussein

The University of the South Pacific, Laucala Campus, Fiji

Dr. Rajni Kaushal Chand

The University of the South Pacific, Laucala Campus, Fiji

Dr. Mohini Devi

University of Fiji, Samabula Campus, Fiji

Mr. Barnabas Sahayam

The University of the South Pacific, Laucala Campus, Fiji

Dr. Shavneet Sharma

The University of the South Pacific, Laucala Campus, Fiji

Purpose

This study aims to understand and address the significant social concerns in Fiji's higher education and schools, focusing on cultural inequality. It explores how these societal challenges, rooted in Fiji's distinct sociocultural and historical context, affect educational attainment and aims to propose policies that value the diverse student backgrounds in Fiji.

Design/Methodology/Approach

This study combines a comprehensive literature review with empirical data collection by adopting a mixed-methods approach. Data was gathered from 38 students at a regional university in Fiji using a survey questionnaire, and insights were also obtained through semi-structured interviews with first-year coordinators and tutors. The study involved thematic analysis of qualitative data and statistical analysis of quantitative data to draw meaningful conclusions.

Findings

The study reveals that historical factors such as colonial influence, post-colonial challenges, and indigenous knowledge significantly impact Fiji's educational environment. Socioeconomic factors, cultural diversity, and government policies were found to play crucial roles in shaping educational outcomes. Key issues identified include educational disparities based on socioeconomic status, gender, rural-urban divide, and the need for culturally responsive teaching and community engagement in education.

Research Limitations

The study is geographically confined to Fiji and primarily focuses on small sample sizes from specific educational institutions. Therefore, generalizations to other contexts should be made with caution.

Practical Implications

This study provides critical insights for educational reform in Fiji, emphasizing the need for culturally inclusive and responsive policies. The findings are particularly valuable for policymakers, educators, and administrators in shaping strategies that effectively address educational inequalities and enhance access to quality education for diverse student populations. It highlights the urgency for targeted interventions in teacher training, curriculum development, and community engagement, fostering an educational environment that acknowledges and celebrates Fiji's rich cultural diversity. These actionable recommendations aim to transform Fiji's educational landscape, ensuring equitable opportunities and fostering academic success across all societal segments. Additionally, it contributes to achieving key United Nations Sustainable Development Goals (SDGs), especially SDG 4 (Quality Education), by advocating for inclusive, equitable education in Fiji. It supports SDG 10 (Reduced Inequalities) by addressing educational disparities and promoting access for marginalized groups. Thus, the study's recommendations can significantly propel efforts towards these SDGs, highlighting education's crucial role in sustainable development.

Originality/Value

This study makes a significant contribution by comprehensively examining cultural inequality in Fiji's higher education system, a relatively unexplored area. The research benefits a broad spectrum of stakeholders, including policymakers, educational institutions and administrators, educators, community leaders and NGOs, by providing fresh empirical insights into the interplay of historical, sociocultural, and economic factors affecting educational outcomes. The value of this research lies in its practical implications for developing inclusive educational policies in Fiji and similar contexts. Additionally, it contributes to the theoretical understanding of educational inequality, enriching academic discourse in this field. Linking historical and cultural dynamics to educational outcomes extends existing theories on educational equity and inclusivity, offering a valuable framework for future research in diverse educational settings.

Keywords- Cultural Diversity, Inclusion, Educational Landscapes

A Case Study on Deloitte's Innovative and Sustainable Talent Acquisition Practices for Cultivating a Meaningful Impact

Dr. Rajendra Mishra

The Business School, University of Jammu

Dr. Kavita Shastri

Globsyn Business School, Kolkata

Mr. Ayush Tagore

Globsyn Business School, Kolkata

Abstract

This case study delves into the pioneering talent acquisition strategies employed by Deloitte, aimed at establishing a significant presence in the competitive corporatelandscape. The study explores Deloitte's multifaceted approach to talent acquisition, incorporating cutting-edge methodologies and technology-driven solutions. Key elements of Deloitte's strategy include prioritizing employer branding, leveraging data analytics and AI for recruitment optimization, cultivating a forward-thinking Employee Value Proposition (EVP), fostering university partnerships, embracing virtual assessment techniques, and promoting talent mobility and internal promotions. The comprehensive integration of these practices has positioned Deloitte as an industry leader, continually making a lasting impact. Firstly, the company prioritizes building a strong employer brand, emphasizing its commitment to creating a diverse and inclusive workplace that nurtures employees' personal and professional growth. This brand positioning ensures that Deloitte remains an employer of choice for top-tier candidates. Secondly, Deloitte harnesses the power of data analytics and AI-driven tools to optimize its recruitment process. Through predictive analytics, the company identifies patterns in applicant data to make more informed hiring decisions, thus streamlining the hiring cycle and reducing time-to-fill vacant positions. Deloitte has implemented a forward-thinking Employee Value Proposition (EVP) that goes beyond traditional remuneration packages. The EVP focuses on fostering a collaborative and innovative culture, offering opportunities for continuous learning and development, and promoting work-life balance, all of which contribute to higher employee engagement and job satisfaction. The paper further examines Deloitte's commitment to university partnerships and campus recruitment initiatives. Deloitte has embraced video interviewing and virtual assessment centres to ensure an inclusive and accessible recruitment process, accommodating candidates

from diverse geographical locations and backgrounds. Finally, the paper highlights Deloitte's dedication to talent mobility and internal promotions. By encouraging internal talent to explore diverse roles and career paths within the organization, it not only enhances employee loyalty but also capitalizes on the expertise and skills developed within the firm. Deloitte's innovative talent acquisition practices emphasize the significance of building a skilled and diverse workforce. The strategic blend of employer branding, data-driven decision-making, employee-centric EVP, university partnerships, and internal mobility have contributed to Deloitte's position as an industry leader, continuously making an impact that truly matters.

Keywords- Employee Value Proposition, University Partnerships, Collaborative Environment, Talent Mobility, Internal Promotions, Work-Life Balance, Employer Brand Positioning, Diversity and Inclusion, Impact, Innovation.

Authors

Aayub, Ruqia
Abrol, Shivangi,
Ali, Inayah
Angmo, Padma,
Anita,
Appanna, Subash,
Arora, Pallvi
Aukhoon, Mubashir Ahmad,

Bahl, Jyoti,
Bhagat, Anil,
Bhasin, Jaya,
Bhosle, Yogeshwar R.,
Bukhari, Shazia,

Chahal, Hardeep,
Chand, Rajni Kaushal,
Chaudhary, Deepali
Chaudhary, Pooja,
Chauhan, Vinay,
Chhibber, Parul,
Choithrani, Shalini,
Chopra, Aditi,
Choudhary, Farah S,
Choudhary, Sumriti,

Dangwal, R.C,
Darzi, Mushtaq Ahmad,
Devi, Mohini,
Devi, Saloni,
Devi, Seema,
Dhiman, Saloni,

Index

Dogra, Nikhil,
Dogra, Prinka
Dolkar, Rigzin,
Dubey, Rohit Kumar,
Dutt, Ronnie,

Fayza,

Garga, Pawan,
Goswami, Shumalini,
Goyal, Resham,
Gupta, Amisha,
Gupta, Mahesh,
Gupta, Muskan,
Gupta, Neha,
Gupta, Nitin,
Gupta, Palak
Gupta, Sanjeev,
Gupta, Shelleka,
Gupta, Shilpa,
Gupta, Sunakshi,
Gupta, Vijay Kumar,

Hussein, Mohammed Juned,

Iqbal, Junaid,
Islam, Sheikh Bashaurul,
Jagadeeswari, B. Yasodha,

Jagadeeswari, B. Yashoda
Jain, Arvind Kumar,
Jain, Nidhi,

Jain, Nikunj Kumar,
Jastoria, Arvind

Kakkar, Disha
Kashyap, Suresh Kumar
Kaul, Mahesh,
Kaur, Amandeep,
Kaur, Harleen,
Kaur, Kuldeep,
Kaur, Rajwinder,
Kaur, Rupinder Bir,
Kaur, Sirtaj,
Khajuria, Nikhil
Khatoon, Najma,
Khurana, Akanksha,
Kirti, Vishav,
Kour, Chandeeep,
Kour, Gurleen
Kour, Puneet,
Kumar, Satinder,
Kumar, Shiv,
Kumar, Satinder,
Kumari, Neetu,
Kumari, Rashika

Mahajan, Parul,
Mahajan, Rachna,
Mehta, Versha,
Mishra, Rajendra

Nagar, Komal,
Naseer, Peerzada Munaqib,
Negi, Pooja Singh,

Parmar, Akanksha
Parrey, Aubid Hussain
Pednekar, Achut P,
Prasad, Narendra,
Priya, Bhanu,
Purohit, Santanu,
Purohit, Sujoita,

Rana, Shivani,
Randhawa, Gurpreet,
Rani, Asha,
Rani, Pooja,
Rao K, Shivarama,
Reddy, Mahendra,
Rohra, Neha,

Sahayam, Barnabas,
Sasan, Mohit,
Sethi, Deeksha,
Sethi, Shiwangi,
Sharma, Aditi,
Sharma, Antra,
Sharma, Arun,
Sharma, Bonia,
Sharma, Isha,
Sharma, Jyoti,
Sharma, Mamta,
Sharma, Pooja,
Sharma, Rajan,
Sharma, Rishi Raj,
Sharma, Ritika,
Sharma, Ritu,

Sharma, Shavneet,
Sharma, Shreya,
Sharma, Swati,
Sharma, Tanuj,
Sharma, V.C,
Shastri, Kavita,
Sheikh, Umer Majed,
Shrivastava, Guru Daaman,
Sikarwar, Tarika Singh,
Singh, Amrinder,
Singh, Bhanu Pratap,
Singh, Gurmeet,
Singh, Jivanjot,

Singh, Mohinder,
Singh, Sachin,
Suri, Gunmala,
Syan, Amanjot Singh,

Tripathi, Smita,
Tyagi, A.K.,

Vaid, Sonali,
Verma, Princee,
Vikram,

Wazir, Raghini

About the Conference

Proceeding-ISBD-2024: The International Conference on Innovation and Sustainability in Business Development, 2024 organised by the department of International Centre for Cross Cultural Research and Human Resource Management, ICccR & HRM, University of Jammu, Jammu, India is a consolidation of national and international literary work of authors specialist in different domains of innovation and sustainability. The proceedings are the frame of reference for the future research and academic work in the domain of innovation-sustainability research. It is pertinent to mention that more than 75 papers constitute the proceedings and are from different reputed academic institutions/universities of India and abroad, thereby reflecting the academic research inclusivity and significance.


Prof. (Dr) Hardeep Chahal holds the position of Director at International Centre for Cross Cultural Research and Human Resource Management, (ICccR & HRM,) University of Jammu, Jammu, India and serves as a Professor in the Department of Commerce at the University of Jammu. In recognition of her outstanding research contributions, she was honoured with the Prof. Manubhai M Shah Memorial Award for Excellence in Commerce and Management in 2019 by the Indian Commerce Association at the 72nd All India Commerce Conference (AICC). Her academic achievements extend globally, including a Commonwealth Fellowship at the University of Loughborough, UK, and a visiting fellowship at the Gandhi Institute of Business and Technology in Jakarta, Indonesia. Her extensive publication record includes more than 100 research papers in journals and books, with contributions to renowned publications such as the Journal of Business Research, International Journal of Production Research, and Managing Service Quality. Dr. Chahal has co-edited six books, including "Understanding the Role of Business Analytics (Some Applications)" published by Springer, Singapore, and "Sustainable Practices for Rural Development Intellectual Capital Perspective" by Palgrave McMillan Inc. (2020).

Dr. Isha Sharma is presently working as Assistant Professor, International Centre for Cross Cultural Research and Human Resource Management, (ICccR & HRM) University of Jammu, Jammu, India. She has presented papers at national and international conferences of significant academic repute. She has published papers in journals, conference proceedings and book chapters that are globally recognized and are of contemporary academic significance. She is also associated with National Flagship Initiative of Govt. of India, Atal Innovation Mission as Regional Mentor of Change and has received various accreditations for working in the domain of mentoring and Innovation. She is also recipient of AIMS International Young Woman Management Teacher Award.



SAKSHAM BOOKS INTERNATIONAL

9991/A New Rohtak Road, New Delhi- 110005
sakshambooks@gmail.com

Jammu Office: Khilonia Street, Pacca Danga.
Jammu- 180001
Contact No. 9622291111  9419194459

ISBN 978-93-83933-65-5



9 789383 933648

Cover design by : Manoj Kumar