

**CONFERENCE PROCEEDINGS OF**  
**INDAM 2023**  
**@ SBM - NMIMS MUMBAI**

**06 – 08 January 2023**

**Pre-conference workshop: 05 January 2023**

**CONFERENCE THEME:**  
**DIGITAL ECONOMY**  
**POST COVID-19 ERA**



[www.indam2023.nmims.edu](http://www.indam2023.nmims.edu)



## Conveners



**Prof. Prashant Mishra**  
Dean, SBM - NMIMS Mumbai



**Prof. Sushanta Mishra**  
President, INDAM



**Prof. Sumit Kundu**  
Vice President, INDAM



**Dr. Sayantan Khanra**  
SBM - NMIMS Mumbai



**Dr. Ashu Sharma**  
SBM - NMIMS Mumbai

**Webpage:** <https://www.indam2023.nmims.edu>

School of Business Management (SBM),  
Narsee Monjee Institute of Management Studies (NMIMS)  
Deemed-to-be-University,  
V. L. Pherozeshah Mehta Road,  
Vile Parle (West), Mumbai – 400056,  
Maharashtra, India.

### Quick Links:

About INDAM : <https://www.indam.in/>

About NMIMS : <https://sbm.nmims.edu/about>

About Mumbai : <https://www.maharashtratourism.gov.in/-/mumbai-city>

## A message from the President, INDAM



**Prof. Sushanta Mishra**

“It gives me immense pleasure to invite you to the 8th Indian Academy of Management (INDAM) conference hosted by the School of Business Management (SBM), Narsee Monjee Institute of Management Studies (NMIMS) Mumbai, from January 6 – 8, 2023. INDAM is amongst the most prominent management conferences in India. It offers an exciting opportunity for academicians, professionals, and policymakers to discuss, share, learn various management aspects, and grow professional networks.

The pandemic has challenged humanity, be it economic, social, or environmental issues. The technology provided a silver lining in these trying times. This three-day conference will provide a platform to present, educate, and discuss on and around the theme “the Digital Economy Post COVID-19 Era.” The conference will also host an array of pre-conference workshops to support management scholars in improving and sharpening their research skills. We look forward to seeing you at the 8th INDAM Conference hosted by NMIMS Mumbai in January 2023.”

*Prof. Sushanta Mishra*



## A message from the Dean, SBM - NMIMS Mumbai



**Prof. Prashant Mishra**

“As we emerge out of one of the most trying times the world has seen in decades, there is a palpable sense of optimism and hope. A look at the recent past tells us that vulnerability is the birthplace of innovation and creativity. The COVID-19 shutdowns have undeniably led to instant pivoting of information technology groups, wherein technology-driven initiatives to enable remote work and distance learning was launched almost overnight. New customer experiences and new online sales channels followed close behind. These swift changes in technology have also prompted organizations to realign employees and customers to embrace new forms of business engagement and interaction. It would not be an exaggeration to say that digital adoption has taken a quantum leap at both the organizational and industry level. According to a McKinsey Global Survey of executives, companies have accelerated the digitization of customer and supply-chain interactions, as well as internal operations by three to four years. The share of digital or digitally enabled products in their portfolios has accelerated by a whopping seven years. This rapid transformation toward a digital economy has presented both challenges and opportunities. To remain relevant and competitive in the new business and economic environment, organizations need to adapt and transform their processes, structure, and strategies. All of these present exciting opportunities to examine the impact, directions, and emerging paradigms for both business professionals and management academics.

This three-day conference is aimed at providing a platform to present, educate, and discuss the digital transformation in the post-pandemic world. The forum will be a platform for researchers and academicians to integrate the diverse yet interconnected themes of digital transformations, emerging digital economy, and organizational resilience and adaptability. To encourage greater collaboration between policymakers and researchers and to catalyse the development of policy-relevant research, the conference will facilitate a collaborative platform to identify research priorities in the domain and suggest emergent solutions. The discussions and interactions will also help the participants in understanding the nature and scope of challenges and opportunities in a digital economy with a broader perspective to create a roadmap for the future. The conference will also host an array of pre-conference workshops to support management scholars in improving and sharpening their skills to develop themselves as better researchers.

It gives me great pleasure to invite you to the 8th Biennial Conference of the Indian Academy of Management (INDAM 2023), to be hosted by the School of Business Management (SBM), Shri Vile Parle Kelavani Mandal's (SVKM's) Narsee Monjee Institute of Management Studies (NMIMS) Deemed-to-be University, Mumbai, from January 6-8, 2023. The INDAM conference is recognized as one of the most prominent management conferences in India. The conference provides a stimulating platform for professionals, academicians, policymakers, and thought leaders to share their research ideas in various disciplines of management and develop and nurture professional networks. This conference has a legacy of attracting thousands of delegates from across the globe. We look forward to seeing you at 'INDAM 2023 @ SBM - NMIMS Mumbai'.”

***Prof. Prashant Mishra***

## Preface

This proceedings of INDAM 2023 @ SBM - NMIMS Mumbai includes abstracts of all submissions presented at the conference. The theme of the conference is 'Digital Economy Post COVID-19 Era'. In the 1990s, the term 'digital economy' advocated the potential of internet connectivity for economic activities. In the 2010s, organizations across countries embraced digital transformations as the fourth industrial revolution aimed at bridging the physical and cyber worlds. Consequently, the digital economy gained more prominence by challenging conventional notions about how organizations are structured, businesses interact with their consumers, and goods, services, and information flow. While policymakers are promoting digitization, organizations are re-imagining the value propositions of their industry using technology in both B2B and B2C segments. In the wake of the Covid-19 pandemic, digital transformations across industries have accelerated, wherein individuals have adopted technology-based solutions to facilitate their lives in unprecedented ways.

Technology has provided a silver lining to functional areas in organizations for managing social, economic, and environmental issues. This rapid transformation toward a digital economy has presented both challenges and opportunities. The collection of abstracts in this proceedings shares insights about the digital initiatives of organizations and contemporary development in the literature on business management and allied domains. These insights emerge from multidisciplinary discussions in various themes, such as, consumer behaviour and marketing, economics, finance and accounting, entrepreneurship and small business management, environmental, social and governance compliance, future of work, human resource management, leadership, inclusive workforce, information systems and decision sciences, international business and strategy, and operations and supply chain management. Overall, the abstracts illustrate how organizations can adapt and transform their processes, structure, and strategies to remain relevant and competitive in the new business and economic environment.

## Acknowledgment

At the very outset, we would like to thank the management of Indian Academy of Management (INDAM) and Shri Vile Parle Kelavani Mandal (SVKM)'s Narsee Monjee Institute of Management Studies (NMIMS) Deemed-to-be University, Mumbai, for conceptualizing INDAM 2023 @ SBM - NMIMS Mumbai. In this context, we are indebted to Prof. Ramesh Bhat (Vice Chancellor, NMIMS), Prof. Prashant Mishra (Dean, School of Business Management (SBM) – NMIMS), Prof. Sushanta Mishra (President, INDAM), Prof. Sumit Kundu (Vice President, INDAM), and their kind offices.

We take this opportunity to thank Shri Shalin S. Divatia (Nominee of the Hon'ble Chancellor, SVKM's NMIMS), Prof. Ramesh Bhat (Vice Chancellor, NMIMS), Prof. Amy Hillman (President, Academy of Management), Prof. Sushanta Mishra (President, INDAM), Prof. Arup Verma (Loyola University, Chicago), Prof. Madan Pillutla (Dean, ISB Hyderabad), Prof. Farok J. Contractor (Rutgers Business School), Prof. Rishikesh T Krishnan (Director, IIM Bangalore), Ms. Nupoor Singh (Senior Editor, Springer Nature), and Mr. Manoj Belgaonkar (Head – Regulations, Standards & QM, Siemens Ltd.), Prof. Sumit Kundu (Vice President, INDAM), Prof. Prashant Mishra (Dean, School of Business Management – NMIMS) for sharing valuable knowledge and experiences with the participants.

We would like to thank Prof. Ajai Gaur, Prof. Allan Bird, Prof. Elizabeth Rose, Prof. Pawan Budhwar, Prof. Vijay Pereira, and Prof. Vikas Kumar, who are serving in the editorial positions of top journals, for enlightening the audience at the Meet-the-Editors session, moderated by Prof. Sumit Kundu. Further, we extend our gratitude to Prof. Ajit Parulekar (Director, Goa Institute of Management), Prof. Dev Kodwani (Executive Dean, Open University, UK), Prof. Pawan Budhwar (Head, Aston Business School) and Prof. Ram Kumar Kakani (Director, IIM Raipur) for sharing their perspectives on academic administration at the Meet-the-Directors session, moderated by Prof. Prashant Mishra (SBM-NMIMS, Mumbai). We acknowledge Prof. Ramya T. Venkateswaran's (IIM Calcutta) efforts to host a panel discussion. We would like to thank Prof. Satish Nambisan, Prof. TV Rao and Dr. Arvind Agrawal for discussing about their books.

It was a bliss to work with the adept trackchairs, namely, Dr. Ashish Malik (University of Newcastle), Dr. Shubhabrata Basu (IIM Indore), Dr. Sourindra Banerjee (University of Leeds), Dr. Kiran Awate (Virginia Tech), Dr. Sobhesh Agarwalla (IIM Ahmedabad), Dr. Paresha Sinha (University of Waikato), Dr. Nagaraj Sivasubramaniam (Duquesne University), Dr. Rupashree Baral (IIT Madras), Dr. Santanu Sarkar (XLRI Jamshedpur), Dr. Kunal Kamal Kumar (IIM Udaipur), Dr. Jang Bahadur Singh (IIM Trichy), Dr. Surender Munjal (University of Leeds), Dr. Roopak Gupta (IIM Kozhikode), Dr. Bhavin Shah (IIM Indore), Dr. Hitesh Kalro (SBM-NMIMS Mumbai), Dr. Manisha Sharma (SBM-NMIMS Mumbai), Dr. Rajasulochana (SBM-NMIMS Mumbai), Dr. Kalpana Tokas (SBM-NMIMS Mumbai), Dr. Meena Galliara (SBM-NMIMS Mumbai), Dr. Amita Shivhare (SBM-NMIMS Mumbai), Dr. Geeta D'souza (SBM-NMIMS Mumbai), Dr. Veena Vohra (SBM-NMIMS Mumbai), Dr. Abhinav Sharma (SBM-NMIMS Mumbai), Dr. Alaknanda Menon (SBM-NMIMS Mumbai), Dr. Manjari Srivastava (SBM-NMIMS Navi Mumbai), and Dr. Akshay Khanzode (SBM-NMIMS Mumbai).



More than 400 submissions from 20 countries, including India, Australia, Canada, China, France, New Zealand, Poland, Russia, Sweden, the United Kingdom, and the United States, among others, are received at INDAM 2023 @ SBM - NMIMS Mumbai. We thank the authors for participating in the conference to disseminate their study findings. We duly acknowledge the commitments from the team of reviewers in ensuring selection of quality submissions for presentation at the conference. We are thankful to the session chairs for seamless operationalization of the conference. We appreciate the patronage from the editors of the Associated Journals to the conference. We thank our sponsors (Pearson, Springer, JMP, Cengage, BSE, and Ebsco) for their support to the conference.

The preconference workshops for Doctoral Colloquium and Paper Development Workshop comprised of the participation of a total of 20 submissions. We thank Prof. Allan Bird (Goa Institute of Management), Prof. Elizabeth Rose (IIM Udaipur), Prof. Kiran Awate (Pamplin College of Business, Virginia Tech), Prof. Pawan Budhwar (Aston Business School), Prof. Rajat Khanna (A. B. Freeman School of Business, Tulane University), and Prof. Vikas Kumar (University of Sydney Business School) for guiding the participants at the preconference workshop of INDAM 2023 @ SBM - NMIMS Mumbai.

We are impressed with the enthusiasm of Students Council, SBM-NMIMS, in arranging for Vocalists, Point of Contact Team, Photography Team, and Social Media Promotion Team. We thank Dr. Geeta D'souza (SBM-NMIMS Mumbai) for a smooth coordination with the students. Further, we thank Dr. Hema Gwalani (SBM-NMIMS Mumbai) for back stage co-ordination, Dr. Abhinav Kumar Sharma (SBM-NMIMS Mumbai) for session supervision, Dr. Akshay Khanzode (SBM-NMIMS Mumbai) for managing hospitality. We are grateful to Mr. Rahul Deshpande for logistics and venue, and Mr. Krishnakant Mishra (Web Administrator, NMIMS) for IT support, and Mr. Tejash Somaiya (Deputy Registrar, SBM-NMIMS Mumbai) for overall supervision. Herculean tasks behind the conference have been accomplished by the scholars at SBM-NMIMS Mumbai: Ms. Avni Jagdishwala, Ms. Deepika Roy, Ms. Neeta Rajan, Ms. Nidhi Shroff, and Ms. Sarveshtha Sharma. Finally, INDAM 2023 @ SBM - NMIMS Mumbai is made possible with the help from the faculty members at SBM - NMIMS Mumbai, as and when required.

***Dr. Sayantan Khanra and Dr. Ashu Sharma***

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## Best Paper Awards

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Restricted and extended socioemotional wealth and entrepreneurial orientation in family businesses	Atul Karwasara	6
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**Note: papers marked \* and \*\* are awarded as the Best Paper and the Second-Best Paper of the INDAM 2023 @ SBM-NMIMS Mumbai**

## Best Reviewer Awards

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The lifetime achievement award is presented to Prof. Jagdish N. Seth for his contribution to management education, research and practice in India.

The awards are announced at the Award ceremony of INDAM 2023 @ SBM-NMIMS Mumbai on 07 Jan 2023.

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**Track 1:  
Digital Economy Post COVID-19 Era  
(conference theme)**

**Trackchairs:**

Dr. Ashish Malik (University of Newcastle)

Dr. Sayantan Khanra (SBM-NMIMS Mumbai)



## Conceptualizing the facilitators of operators 4.0 for industry 4.0 transformation – an Indian MSME perspective

PRS Sarma<sup>1</sup>, Aalok Kumar<sup>1</sup>, and Akshay G Khanzode<sup>2</sup>

<sup>1</sup>Indian Institute of Management, Visakhapatnam

<sup>2</sup>School of Business Management, NMIMS, Mumbai

### Abstract:

The Industry-4.0 has brought multi-dimensional transformation in the arena of workforce. The transformation has opened gates for workforce with unique skillsets and varied competencies. The transforming organizations must either recruit smart operators or upskill the existing workforce to match the organizational requirements. The transformation in the operators, handling traditional methodologies to handling smart technologies, is termed to be operators 4.0.

The paper primarily focuses on the execution of operators 4.0 in Indian Micro, Small, and Medium Enterprises (MSMEs) perspective. The implication of industry 4.0 technologies to improve their operational activities is necessary (AG Khanzode et al. (2021)). DEMATEL is used to delineate the 'Causal relationships between several complex factors and a structural model'. This paper sheds light on the transformation brought by industry 4.0 revolution and address the necessary facilitators for upskilling the operators.

Finally, a structure for workforce development in Industry 4.0 is proposed and implications are presented.

### Keywords:

Industry-4.0, MSME, Smart Technologies, DEMATEL and Operator-4.0

## Impact of COVID-19 pandemic on Homecare Delivery- A Comparative Study

Elham Malik<sup>1</sup>

<sup>1</sup>Indian Institute of Technology, Banaras Hindu University

### Abstract:

The COVID-19 pandemic has generated significant interest among researchers from diverse fields. One such field is Homecare, which is also one of the most severely impacted domains in the Healthcare Ecosystem.

**Purpose:** This paper aims to present a comparative study between the self-managed homecare organizations & the conventional homecare organizations dealing with homecare delivery amidst the constraints & consequences of the COVID-19 pandemic. Their context also includes the COVID-19 accelerated growth & proliferation of the fourth industrial revolution (4IR) technologies.

**Method:** The methodology used in the study is a case study method, a popular qualitative research method. This study includes a comparative analysis of conventional (Portea Medicals) & self-managed homecare using a case of Buurtzorg India across dimensions of associated challenges & advantages.

**Results & Discussion:** The services' discontinuity of homecare organizations in public health systems during pandemics (especially accompanied by co-morbidity) can increase the mortality rates. Self-managed homecare organizations seemed to be better suited to maintain service continuity due to their greater flexibility to changing environments or VUCA contexts, better decision making in action owing to the decentralization of authority, humanistic, & a holistic approach seeking the welfare of all the concerned entities. Homecare organizations are also at considerable risk of such infections caused by patients to nurse staff or from nursing staff to the patients, i.e., cross-infections.

**Originality:** Given the literature review on the COVID-19 related homecare delivery domain, there is no similar comparative study of traditional & self-managed care in a pandemic context like COVID-19. The present study aims to fill this research gap for potential usefulness in dealing with homecare delivery in pandemic contexts.

### Keywords:

COVID-19, Self-Managed Care, Post-COVID-World, Buurtzorg Model, Homecare Delivery, Buurtzorg

## Thematic Analysis of Human Resource Availability in Managing Perceived Residual IT Risk Management in post COVID-19 Era

Anupam Rastogi<sup>1</sup>, Preeti Khanna<sup>1</sup>, and Akhil Kumar<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract:

Managing risk in the banking and financial industry is today's top priority in any financial company and bank. The authors explore the importance of risk management and the related ITRM (information technology risk management) practices in banking and financial industries. The study adopted a qualitative approach to explore the challenges faced due to the unavailability of required human resources by India's banking and financial industry during COVID-19 using the ITRM framework. Semi-structured in-depth interviews with senior executives and academicians in the BFSI sector helped us explore these challenges. Thematic analysis suggested that human resources are a critical factor for the changes in associated variables of the ITRM processes. The paper contributes to the limited literature on the availability of human resources in managing perceived residual IT risk management in the banking and financial industry uncertainties.

### Keywords:

Workforce, Labour Shortage, Professionals, Risk Management

## What drives users to visit virtual tourism sites? An NLP-based approach to examine online customer comments

Ananya Ray<sup>1</sup>, Pradip Kumar Bala<sup>1</sup>, and Arghya Ray<sup>2</sup>

<sup>1</sup>Indian Institute of Management, Ranchi

<sup>2</sup>International Management Institute, Kolkata

### Abstract:

The penetration of internet, the influence of digitalization, and the unprecedented impact of Covid-19 pandemic has seen the rising popularity of virtual tourism in an attempt to recover from the losses the tourism industry has suffered during the pandemic. Although researchers have been examining different aspects and scenarios related to virtual tourism, not many studies have utilized online user generated content to gain an in-depth understanding of customer perspectives. The present study attempts to examine the overall sentiment and emotions portrayed by tourists based on their virtual tourism experiences, and to identify the major themes that the tourists have expressed by using 2665 online user generated content from Airbnb's virtual tourism segment. Findings of the study show that users have generally expressed positive sentiments and emotions, especially, trust, anticipation and joy. Additionally, for “wonderful experience” users generally look for quality videos, storytelling, host, content and attention.

### Keywords:

Digitalization, Online User Generated Content, Textual Analysis, Trust, Virtual Tourism.

## Emergent Telemedicine Practice in India: Challenge and Response

Jabarethina G<sup>1</sup> and John K.C<sup>1</sup>

<sup>1</sup>Sri Ramachandra Institute of Higher Education and Research (Deemed to be University), Chennai

### Abstract:

Telemedicine is one of the elements of telehealth practice that is assisting the globe in managing the COVID-19 pandemic. To promote the expansion of telemedicine services in India, the Department of Information Technology, ISRO, the Ministry of External Affairs, the Ministry of Health and Family Welfare, Corporate Sectors, and the state governments have all taken action. The Telemedicine Practice Guidelines make explicit the purpose and limitations of teleconsultations. This article focuses on the current state of telemedicine in India; the initiatives made by the government, corporate sectors, and public-private partnerships; the telemedicine-related gap, and the future of telemedicine identified by researchers in the Indian context. Researchers identified certain issues with Indian telemedicine practices that need to be resolved. To advance telemedicine in Indian healthcare, it is crucial to learn, employ, access, analyze, and measure its function in the system. Hopefully, within a few years, telemedicine applications can reach their full potential.

### Keywords:

Healthcare, India, Patient, Telehealth, Telemedicine

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## Servicification of Indian Manufacturing Industries

Garima Chaklader<sup>1</sup> and Rupa chanda<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Bangalore

### Abstract:

This paper studies the dependence of Indian manufacturing firms on the service sector for inputs. It estimates the association of increased use of services on a firm's ability to integrate with the foreign market and export a higher share of output (or export intensity). We use a firm-level dataset from Prowess and study the impact of servicification from 2000 to 2019 using a Fixed-Effects model and pooled quasi-MLE fractional Probit model. We later rely on the Generalized Estimating Equation method to enhance the efficiency of the fractional model. We find an increase in the share of services input increases export intensity at a decreasing rate. Firms with lower service intensity experience a higher rise in export intensity than firms with higher service intensity. The results are robust after endogenizing service intensity and TFP in a Dynamic Panel GMM estimation.

### Keywords:

Exports, Firm, Manufacturing, Services

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# Meta Analysis on Factors Influencing Mobile Payment Continuance Intention Among Consumers

Praful More<sup>1</sup> and Ashu Sharma<sup>1</sup>

<sup>1</sup>School of Business Management, NMIMS, Mumbai

## Abstract

Despite its growth potential, there is a lack of consensus on factors influencing the continuance intention for using mobile payment systems. A detailed review of the existing literature showed that most studies used existing theoretical models of adoption or usage without offering any newer insights on factors influencing mobile payment continuance intention. This study aims to provide a comprehensive synthesis and analysis of the related literature using meta-analysis to build consensus upon which factors influence mobile payment continuance intention among consumers. Drawing from our meta-analysis, we identified and classified factors from 61 relevant papers, the results showed that there is a high degree of consensus on factors such as perceived usefulness, perceived ease of use, trust, social influence, and perceived risk influencing continuance intention for mobile payments. This is one of the scant reviews providing systematic methodology by structuring the existing knowledge with implications for future research and practice.

## Keywords

consumers, mobile payments, continuance intention, meta-analysis

## Carrot or stick: Impact of Pandemic on M-payment Adoption – Evidence from Emerging Market

Avinash Shivdas<sup>1</sup>, Sougata Ray<sup>2</sup>, Dileep G. Menon<sup>3</sup>, and Rojalin Patri<sup>1</sup>

<sup>1</sup>Amrita School of Business, Amrita Vishwa Vidyapeetham, Amritapuri, Kerala, India

<sup>2</sup>International Management Institute, Bhubaneshwar, Odisha, India

<sup>3</sup>Narsee Monjee Institute of Management Studies, Bangalore, Karnataka, India

### Abstract:

The study aims to understand the factors influencing the adoption of mobile payment service in an emerging market context, very specifically analysing the pre and post COVID-19 adoption. To accomplish the objective, pre and post COVID-19 survey has been conducted to gather data on adoption of digital payment system among users of GooglePay. Partial least squares-structural equation modelling (PLS-SEM) has been used to analyse the data. The findings suggest that factors such as trust, confidentiality, security of personal and financial information which were a major concern for user's acceptance of the app are no longer a matter of concern in the post COVID-19 era. Similarly, factors such as performance of an app, ease of use, habit, social influence which were not a primary determinant of user's intention to adopt the app have become important in deciding user's inclination to adopt an app. This could be because of an inevitable reliance on these apps for financial transactions during COVID-19 and post COVID-19 period.

### Keywords:

Mobile Payments, UTAUT, TTF, COVID-19, Behavioural Intention.



## Are We Ready for Robot Maids in The Hotel Industry? A Qualitative Study of Potential Tourist Reviews with Big Data Analytics

Aditi Dang<sup>1</sup> and Furkan Baltaci<sup>2</sup>

<sup>1</sup>Dr. D Y Patil B-School, Tathawade, Pune

<sup>2</sup>Hasan Kalyoncu University, Turkey

### Abstract:

This paper focuses on hotel businesses, which are one of the important parts of tourism. The aim of the study is to determine their thoughts on the use of robot maids in tourism. In addition, it is the sub-purpose of the study to determine how the employment of robots in hotels will affect the purchasing behavior of tourists in the future. The comments written by potential tourists to the videos about the robot hotel experiences shared by the influencers on YouTube constitute the big data of the study. Out of 18,000 comments on 3 videos, approximately 12,000 were analyzed with MAXQDA. Potential tourist comments were collected in 5 themes and 33 affiliated sub-themes. Among the codes, the prominent ones were fear, excitement, unemployment, fear of living, lack of communication, anxiety, indifference, and sincerity.

### Keywords:

Robot Maids, Big Data, Tourism, Qualitative Study, Digital Transformation and Hotel Industry

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## To do or not to do – analyzing the responses of firms to Covid-19 pandemic through Institutional Lens

Girish Balasubramanian<sup>1</sup> and Pavni Kaushiva<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

### Abstract:

In the wake of a Covid-19 global pandemic, organizations were forced to rethink, reposition and adapt for business continuity. The study of organizations' responses has led to an interesting strand of research highlighting the importance of resilience and innovation in such circumstances. A systematic inquiry into the responses of the firms during the pandemic still remains an underexplored arena. This study targets organizational responses to Covid-19 that align with the societal responsibilities of organizations. Based on a qualitative analysis of annual reports of the 26 largest firms by market capitalization in India, this study presents an analysis of initiatives documented by firms across industries. We use institutional theory to highlight similarities in the changes adopted by major firms in India, and propose future avenues for research in this area.

### Keywords:

Covid-19 pandemic response, institutional theory, annual reports, content analysis, Secondary Data

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## Understanding Digital Piracy: Empowerment Theory and Norm Activation Model approach

Sushant Kumar<sup>1</sup> and Arunima Shah<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Raipur

### Abstract:

Digital piracy activities are rising. The motivation for studying digital piracy stems from the recent pandemic stirred increase in the piracy of online content and the rise of the dark side of technology adoption. Despite the growing importance of digital piracy, limited studies have examined the reason why individuals are involved in digital piracy. The paper aims to understand digital piracy behaviour by using empowerment theory and the norm activation model. We use the norm activation model and the psychological empowerment theory to propose our research model.

### Keywords:

Digital Piracy, Empowerment theory, Norm Activation Model

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## Evidence of Experience: Virtual Ontology and Alternative Model of Drg Drsya Viveka for Phenomenological Reduction

Shrirang R. Chaudhari<sup>1</sup>

<sup>1</sup>Tata Institute of Social Sciences, Mumbai

### Abstract:

The fast pace infiltration of virtuality has transformed the ways of our being, communicating, and socializing. Virtual environment (metaverse, windows mixed reality) and all other related technologies have enabled humans to transcend the materialistic (time and space) boundaries of subjective self; and facilitated the spatial world in which multiple self-projections can coexist. Multi-social media users have been found to often adopt different personas unique to each social network. This very human possibility of existing in multiple personas strikes hard with a primary concern of research philosophy-what is that that exists? This bounds us to contemplate the consequences of virtuality on traditional epistemologies while adopting digital or virtual methods in accessing individual self or personality. In the paper, we proposed consciousness is one human dimension that would be consistent with multiple personas and introduced the alternative model of consciousness from Advaita Philosophy and proposed the Drg-Drsya Viveka practice (seer-seen analysis) of Kashmiri Shaivism as a method of inquiry into unchanging self-consciousness. The implications of the seer-seen analysis in research practice is discussed.

### Keywords:

Virtual Reality, Personality assessment, Consciousness, Phenomenological Reduction, Vedic Philosophy

# The relationship between the Gamified Evaluation Process and Students' Performance at SDNB Vaishnav College for Women: The Pandemic Paradigm Shift

Manimegalai Santhosh<sup>1</sup>

<sup>1</sup>Shrimathi Devkunvar Nanalal Bhatt Vaishnav College for Women, Chennai

## Abstract:

The 21st century work environment is driven majorly by technology and its related services. This has impacted greatly on all spheres of human life, including the educational system. In recent times, the role of gamification has become the buzz word for both corporates and academicians. Gamification deals with the "introduction of gaming elements into non-game contexts". The objective of gamification in educational institutions is to enhance academic performance (e.g., learning attitudes, learning behaviors, and learning outcomes). A plethora of academic studies have observed that various gaming elements can improve the learning experience of students. To name a few: leader boards, rewards, and social elements to enable students to assimilate new information and equip their knowledge. Research affirms that game mechanics directly or indirectly address the three basic psychological needs, which are well stated by self-determination theory or self-efficacy theory. The objective of the current paper is to enhance the students' performance (scoring in the exams) by introducing certain gaming elements as benefits for the top scorers of the post-graduate college-going students of Shrimathi Devkunvar Nanalal Bhatt Vaishnav College for Women, Chromepet, Chennai 600064. The outcomes of the study were quite interesting. The pygmalion effect pulled down the distinctive students to score less and vice versa. The paper concluded with suggestions and recommendations for the college administration.

## Keywords:

Gamification, Badges, Coupons, Self-determination theory, Pygmalion Effect, motivation.

## Factors Affecting the Adoption of Electronic Payment Systems (EPS) in Digital Commerce

Srawan Kumar Kc<sup>1</sup> and Sunanda Ale<sup>1</sup>

<sup>1</sup>Kathmandu University School of Management, Nepal

### Abstract:

This study aims to identify the various factors that affect the adoption of electronic payment systems in Digital Commerce by testing the extended version of the technology acceptance model (TAM). The sample for this study consisted of 309 individual customers who have used some form of electronic payment. The strength and relationship between the independent variables and the adoption of EPS were studied by carrying out the correlation matrix analysis and hypotheses have been tested by conducting hierarchical regression analysis. The results in general found that transaction procedure, benefits, and perceived trust has a significant positive relationship with the adoption of electronic payment systems. The results showed that the security statements do not have any significant positive relationship with perceived security. However, it has a positive relationship with perceived trust. The result sets a guideline for institutions that are trying to implement or improvise their electronic payments system for digital commerce.

### Keywords:

Electronic Payment System, Digital Commerce, Security And Trust, Adoption, EPS

## Multi-stakeholders' Perspectives on Food Traceability in India

Anam Chaudhary<sup>1</sup> and Vidya Vemireddy<sup>1</sup>  
<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

Food traceability is a way to ensure food safety and quality. After multiple food safety incidents in various countries, it gained attention among researchers. Past studies explore consumer perceptions of food traceability but multi-stakeholders' perspectives and covid-19 context are lacking in the literature. This study explores the perspective of consumers, food processing companies, and ag-tech firms on food traceability in India incorporating the context of covid-19. It adopts a qualitative approach, using 9 semi-structured interviews and thematically analyses the data. It finds that Indian consumers do not have awareness of food traceability but covid-19 has improved it. Despite less awareness, consumers show preferences for various aspects of food traceability in India. Further, preferences of food processing companies and ag-tech firms are also identified. Besides, benefits and challenges of food traceability for consumers, food processing companies, and ag-tech firms are also explored. Additionally, implications for policymakers and practitioners are shown.

### Keywords:

Food traceability, Preferences, Benefits, Challenges, Consumers, Food processing companies, Ag-tech firms.

## One step closer to a successful digital government- Lessons from the developed nations

Varghees Joseph<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Bangalore

### **Abstract:**

Governments all over the world have been launching massive projects in order to harness the enormous potential of ICT for the specific purpose of enhancing governing procedures (Ronaghan 2002). Furthermore, post-COVID, the importance of e-Governance initiatives in the lives of citizens at large, has witnessed a paradigm shift both in pertinence as well as recognition. This review paper seeks to cover a wide range of CSC-like efforts throughout the world that are aimed at first-world countries and may be utilized by developing countries like India and others in general. In this paper, I reviewed various e-government implementation techniques from developed nations and provided seven distinct and vital suggestions for any nation that intends to introduce ICT enable service delivery systems.

### **Keywords:**

Digital Economy, ICT adoption, E-governance, Common Service Centers



## Cyber Security and Data Law Protection Laws in India

Mayuri Agrawal<sup>1</sup>

<sup>1</sup>School of Business Management, NMIMS, Mumbai

### **Abstract:**

To examine the level of privacy protection in India's online environment. To comprehend the numerous Indian regulations that pertain to protecting people's privacy regarding their personal data. To examine the 2019 Data Protection Bill's provisions in detail for sufficiency.

### **Keywords:**

Personal Data Protection Bill 2019, Cyber Security, Right to Privacy and GDPR Compliance

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## Family-Children Enrichment and The Positive Consequences During COVID-19 Pandemic: Findings from an Emerging country Context

Sunanda Nayak<sup>1</sup>

<sup>1</sup> Fortune Institute of International Business, New Delhi

### Abstract:

With the advent of COVID-19, the world underwent a substantial and immediate change unexpectedly. It disrupted families worldwide, including adults and children's lives like never before. Though most of the research on the impact of COVID-19 on family life stressed the negative implications of COVID-19, the current study attempts to explore the positive aspect of COVID-19. Therefore, this study investigates how, during the COVID-19 pandemic, the work-family culture affects parent-children bonding, family resilience, and the subsequent micro and macro-level consequences. This study draws on qualitative data from 46 in-depth interviews with Indian families. The findings reported the positive aspects of work culture and its effect on family-children enrichment in the Indian context during the COVID-19 pandemic. Further, the significance of family resilience has also been highlighted here. In addition, the research reveal the subsequent micro and macro-level consequences such as parent-children bonding, value building, intention to quit, and organizational citizenship behavior as the positive outcomes of work-family culture, family resilience, and family-children enrichment relationships.

### Keywords:

Family Children Enrichment, Work-Family Culture, Family Resilience.

## Is US healthcare prepared to resist a DoS attack?

Swati Jain<sup>1</sup>

<sup>1</sup>Indian Institute of Lucknow, India

### Abstract:

Cyber-attacks incur enormous losses in nearly every critical sector: energy, finance, healthcare, transportation, and information technology. Threat actors cause numerous attacks, such as denial-of-service (DoS), distributed denial-of-service, ransomware, etc. Such attacks can lead to monetary loss, customer churn, loss of trust and reputation, reduced employees' productivity, and reduced profits. Healthcare is impacted more than the other sectors since the attacks may lead to loss of life due to disruptions in operations. The increasing use of telemedicine has raised the cyber risk in healthcare owing to unsecured networks, devices, or software. Therefore, we study and predict the preparedness based on the Protection-Motivation Theory of a sample of the US healthcare organizations against DoS attacks using the Naïve Bayes classification. To assess the severity of the attack, we leverage Risk Theory to quantify the risk by computing the expected financial loss. Lastly, we suggest cyber-risk mitigation strategies to safeguard organizations against cyber-attack.

### Keywords:

cyber-risk quantification, cyber-risk mitigation, cyber-attack losses, healthcare organizations, Denial-of-Service (DoS) attack, Naïve Bayes

## Track 2: Case Studies on Conference Theme

### Trackchairs:

Dr. Shubhabrata Basu (IIM Indore)

Dr. Ashu Sharma (SBM-NMIMS Mumbai)

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## Antecedents to firm diversification: Do Stakeholders Matter? - Insights from an Indian Cooperative

Arun Thirumalesh Madanaguli<sup>1</sup> and Rojers Puthur Joseph<sup>2</sup>

<sup>1</sup>Luleå University of Technology, Sweden

<sup>2</sup>Indian Institute of Management, Ranchi

### Abstract:

The antecedents to firm diversification are explained in the strategy literature primarily through the lenses of the market power view, the agency theory, the resource-based view, and the policy shock perspective. In this study, we examine a unique instance of firm diversification in a cooperative firm and show that the antecedents to diversification presented in the literature are insufficient to explain the diversification motive of the firm in question. Using a methodology based on data and theoretical triangulation, we highlight the role duality of the cooperative members – being both shareholders and stakeholders – to show how a firm might prioritize stakeholder interest over shareholder value in its diversification decision. We also discuss the relevance of this finding in regard to the latest trends in CSR and shared value creation in corporate firms.

### Keywords:

Hybrid organizations, Duality of cooperatives, Stakeholder perspective, Case study research, Data, and theoretical triangulation

## An evolutionary approach of the gaming industry and education through Discord

Ananya Prabhu<sup>1</sup>, Palak Ramchandani<sup>1</sup>, and Abhishek Sinha<sup>1</sup>

<sup>1</sup>Mukesh Patel School of Technology Management and Engineering, NMIMS, Mumbai

### Abstract:

In the milieu of remote learning, warranting successful development through education is the primary goal. Discord is restructuring the educational community, by providing the ability to establish real-time communication with people worldwide. What makes it stand out is the fact that Discord helps in amalgamation of cognitive presence and the teaching presence, for online education facilities that should not just act as a stand-in for traditional methods of education, rather they should enrich the experience of the entire community. While Discord was originally devised for video gaming communities as a third-party voice-chatting tool to communicate during a game, Discord servers are now able to cover a wide range of topics such as technology, art, entertainment and more. We put forth on how it has taken over the gaming universe and is on its way to dominate the market of online learning format. Therefore, this paper aims to show students' acknowledgement of Discord as an alternative to the teaching and learning media platform.

### Keywords:

Discord, Virtual communities, Education in pandemic, Online learning

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## Prestige Smart Kitchen: Driving Business Growth through Customer Immersion and a Design-Centric Organization

Mukundhan K V<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Tiruchirappalli

### Abstract:

This case study traces the growth challenges faced by TTK Prestige - an Indian kitchen solutions firm in scaling up its network of customer experience stores. The case details the history and evolution of the firm, describes its value chain and documents the steps taken by the firm to become customer-centric leading to the setting up of Prestige Smart Kitchen (now Prestige Xclusive) stores. The case is set at an interesting intersection of technological (rise in e-commerce retail), demographic (rising urbanization and disposable incomes) and regulatory changes (the emergence of the Goods and Service Tax) playing out in the Indian economy. The case intends to take the participant through a holistic approach to addressing growth problems in a complex and ambiguous macroenvironment confronting the business.

### Keywords:

Growth, Franchising, Customer Experience, Omnichannel Retail

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## ICT and healthcare: Is the digital transformation sustainable post pandemic?

Anushka Goel<sup>1</sup> and Prof. Uditaneja<sup>1</sup>

<sup>1</sup>Guru Gobind Singh Indraprastha University, Delhi

### Abstract:

ICT has transformed the functioning of global healthcare organizations during the pandemic, the pandemic enabled a paradigm shift in the healthcare industry by accelerating the adoption of digital technologies by both service providers and patients. This paper uses the Mobile App Rating Scale score to assess the quality of mobile health applications used by consumers and to understand whether this digital transformation is sustainable post-pandemic. MARS uses a multidimensional tool to understand the quality and usage of mobile health applications. This paper uses five cases and analysed that all five applications did meet the quality threshold but to enhance the coverage and accessibility, these applications need to be integrated with the care delivery process to prepare for a sustainable solution for future healthcare.

### Keywords:

Information and Communication Technology, Digital transformation and Mobile health technology



## Security in the Age of Flexibility: The Case of Bandhan Bank

Sasmita Palo<sup>1</sup>, Shrirang Chaudhari<sup>1</sup>, and Moitrayee Das<sup>2</sup>

<sup>1</sup>Tata Institute of Social Sciences, Mumbai

<sup>2</sup>Flame University, Pune

### Abstract:

The COVID-19 pandemic impacted microfinance institutions worldwide. Research by CGAP suggests the full impact of the crisis on the microfinance sector is yet to be felt. While fears of a liquidity crisis in the microfinance sector have not yet materialized, the pandemic has placed significant pressure on many microfinance providers and their customers, and it is ongoing raising the question amongst some: is microfinance worth rescuing? This introductory case of Bandhan Bank captures some anecdotes as antecedents to such inquiry.

### Keywords:

Covid19 Pandemic, Microfinance, Business Strategy, Banking and Recession

## Are Bharti Airtel and Vodafone Idea surviving the Reliance Jio Offensive

Sneha Thayyil<sup>1</sup> and Prerona Baruah<sup>2</sup>

<sup>1</sup>Sarla Anil Modi School of Economics, NMIMS, Mumbai

<sup>2</sup>School of Economics, NMIMS, Bengaluru

### Abstract:

Telecommunications is turning into a critical sector for most economies, with hitherto non-digitized sectors/services rapidly going virtual. The increasing market consolidation in India's telecom sector since Reliance-Jio's 'aggressive' entry may, therefore, have wide spill-overs. This case traces the strategic decisions taken by Bharti Airtel, Vodafone Inc. and Idea Cellular (since 2016) to examine the governance issues and principal-agent conflicts involved therein. Existing cases, newspaper articles and company statements help us assess decisions taken by each firm to stay afloat. The focus of the case discussion is on the resultant impact on major stakeholders- firms themselves (principals, agents and creditors) and customers (existing as well as new 'price-sensitive' entrants). While Airtel's targeted-defense strategies helped it survive, Vodafone Idea's 'aggressive-defense' could not save it from continuously losing ground. The case discussion creates a space for an informed discussion on whether the same strategies could have led to alternate realizations.

### Keywords:

Strategic decision-making, Stakeholder management, Equity in organizational behaviour

## Revealed Comparative Advantage of ICT Services: Pre and Post Covid Era

Dr. Sapna Parihar<sup>1</sup> and Dr. Rekha Melwani<sup>1</sup>

<sup>1</sup>Shri Vaishnav Institute of Management, Indore

### Abstract:

**Purpose:** To measure the Revealed comparative Advantage (RCA) and Revealed Symmetric Comparative Advantage in selected Asian economies in pre and post Covid era in information, computer and telecommunications services (ICT).

**Design/methodology/approach:** Secondary data of export of ICT services from selected Asian countries have been extracted from trade map from 2017-2020. Revealed Comparative Advantage (RCA) using Balassa Index and Revealed Systematic Comparative Advantage (RSCA) have been used to analyze comparative advantage.

**Findings:** The present study finds the advantage of exporting ICT services from selected Asian countries. It can be concluded that India and China have advantage in ICT export especially India shows greater advantage as compared to other countries.

**Originality/Value:** A unique data set comprising export of information, computer and telecommunications (ICT) services from selected Asian countries for 2017-2020 analyzed to understand the relative advantage to the countries in exporting these services.

### Keywords:

ICT Services, Export, RCA, RSCA, Asian countries, Telecommunication Services and Trade

## Investigating the manifestation of intolerable dark side and the effectiveness of Governance Mechanisms in B2B Dyads- An Emerging Market Context

S V Venkata<sup>1</sup> and Dr. Shubhabrata<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Indore

### Abstract:

The post pandemic disruption of global supply chain has caused severe stresses and conflicts in business-to-business dyadic relationships. Opportunism induced intent to dissolve relationships, or their actual terminations have aggravated the situation. Ideally, a business to business (B2B) exchange established via explicit contract, comprehensively articulating the rights and obligations of dyad members, should not augur the dark side. However, when institutional effectiveness is either compromised via environmental discontinuities or weak or both, the choice of opportunistic violation increases which can result in business failure (Amankwah-Amoah & Zhang, 2015). Reposing on the dark side literature, we investigate the precise nature of the antecedent stress inducers, the types of manifested conflicts and their outcomes on B2B dyadic exchanges. Using a proprietary survey data set of 487 dyadic conflicts, collected from professionals consisting of conciliation-arbitration cum legal experts, contract, and vendor management experts in an emerging market, we provide seminal insights on how intolerable dark side adversely affects B2B. More importantly, we provide deep insights on specific and critical governance mechanisms, invoked to attenuate/accentuate the specific dark side effects on B2B dyads. We seminally contribute by providing the partial spectrum of dark sides and their governance mechanism in B2B dyadic exchanges.

### Keywords:

Intolerable Dark Sides, Relational Conflicts, Termination, Governance Mechanisms

## Understanding the spill-over effect of Safety Coaching on Work Engagement: A three-wave study

Mudit Shukla<sup>1</sup>, Divya Tyagi<sup>2</sup>, and Jatin Pandey<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Indore

<sup>2</sup>O P Jindal Global University, Sonipat

### Abstract:

**Purpose:** During the COVID-19 pandemic, organizations have undertaken initiatives, such as safety coaching, to ensure their employees' safety and prevent the spread of the disease. However, the question arises if such measures can have a spill-over effect on other important work-related outcomes. So, the current study's objective is to uncover the impact of safety coaching on one such outcome, i.e., work engagement.

**Design/methodology/approach:** We have adopted the lens of the conservation of resources theory and analyzed the responses of 250 working professionals captured using a three-wave study. The analysis has been conducted using SPSS PROCESS macro (model 6).

**Findings:** We find that safety coaching, despite being a personal and job resource for employees, does not have a direct impact on their work engagement. It is only when safety coaching is perceived to be effective or appropriate and/or it invokes organizational trust that it has a significant bearing on organizational members' work engagement.

**Originality:** It is one of the first studies that examines the spillover effect of safety coaching on work-related outcomes beyond the facilitation of safety behaviors of employees. It also uncovers novel antecedents of satisfaction with corporate philanthropic COVID-19 response and organizational trust. It also extends the application of COR theory to the context of a pandemic.

### Keywords:

Safety Coaching, Organizational Trust, Work Engagement, COVID-19, Conservation of Resources Theory

## An evolutionary approach of the gaming industry and education through Discord

Ananya Prabhu<sup>1</sup>, Palak Ramchandani<sup>1</sup>, and Abhishek Sinha<sup>1</sup>

<sup>1</sup>Mukesh Patel School of Technology Management and Engineering, NMIMS, Mumbai

### Abstract:

In the milieu of remote learning, warranting successful development through education is the primary goal. Discord is restructuring the educational community, by providing the ability to establish real-time communication with people worldwide. What makes it stand out is the fact that Discord helps in amalgamation of cognitive presence and the teaching presence, for online education facilities that should not just act as a stand-in for traditional methods of education, rather they should enrich the experience of the entire community. While Discord was originally devised for video gaming communities as a third-party voice-chatting tool to communicate during a game, Discord servers are now able to cover a wide range of topics such as technology, art, entertainment and more. We put forth on how it has taken over the gaming universe and is on its way to dominate the market of online learning format. Therefore, this paper aims to show students' acknowledgement of Discord as an alternative to the teaching and learning media platform.

### Keywords:

Discord, Virtual communities, Education in pandemic, Online learning

## Modelling Barriers To The Adoption Of Blockchain Technology In The Indian Healthcare Sector: An Integrated Fuzzy-Dematel Approach

Anam Fatima<sup>1</sup> and Prof. Sahoobi Nasim<sup>1</sup>

<sup>1</sup>Aligarh Muslim University, Aligarh

### Abstract:

Blockchain is a revolution on par with the Internet. The Internet solved the problem of information and communication, but it could not address the concerns of Trust and Intermediaries. Blockchain Technology is the answer to these problems. It is a revolutionary technology poised to have a tremendous economic impact equal to that of the Internet in recent decades. Experts hail it as internet 2.0. Finance, charity, retail, government, insurance, agriculture, and other industries actively use blockchain development services, and healthcare is no exception. It aids in the creation of well-defined workflows by making record and identity management, transaction processing, and goods provenance and traceability easier. This paper attempts to identify and model the barriers to adopting Blockchain technology in India's healthcare sector using the Fuzzy-DEMATEL approach.

Originality/value: Blockchain technology in healthcare is in a nascent stage. This study outspreads the knowledge base by recognizing and further prioritizing the significant barriers that need to be overcome to adopt blockchain in India's Healthcare Sector effectively.

### Keywords:

Blockchain Technology, Healthcare, Fuzzy-DEMATEL, MCDM

## Building Agility in Indian Public Sector Banks (PSBs)

Raj Mohan<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Indore

### Abstract:

The research investigates the resilience of Indian public sector banks during the COVID-19 crisis. We attempt to analyse how PSU bank performance and efficiency improved between April 2020 and June 2022, and compare it to pre-crisis effectiveness and profitability of PSU banks in the Indian context. There are national forum debates and news pieces discussing the success of Indian PSU banks. The research adds to the increasing literature on the pandemic economy by presenting data regarding banks' strategic lending decisions when faced with high uncertainty and risk because of the worldwide epidemic.

### Keywords:

Covid-19, Public Sector Banks, Business Agility, Efficiency, Complementarity



## Real time exchange with energy as digital currency for peer-to-peer trading

Dhruba Banerjee<sup>1</sup>, Kunal Pareek<sup>1</sup>, Jawed Salim Khan<sup>1</sup>, Nidhi Thomas<sup>1</sup>, Subhadip Raychaudhuri<sup>1</sup>,  
Vasanth Prabhu<sup>1</sup> and Hariom Singh<sup>1</sup>  
<sup>1</sup>Tata Power Delhi Distribution Ltd., Delhi

### Abstract

In this paper, we explore the prospective development of an ecosystem around energy denominated digital currency for commercial settlement of peer-to-peer trade. Energy being an eternal, boundless and everlasting unit of utility and exchange, can potentially eliminate the need for a separate fiat currency, often implicitly denominated by commodity-based resource, e.g. petro-dollar. The increasing but niche development of peer to peer (P2P) transactions, of solar-panel based electricity over microgrids, necessitates an institutional exchange mechanism that is transparent, embedded in the medium of exchange and yet possess all the characteristics of money namely (i) value storage, (ii) institutional promissory and (iii) legal tender. Through a prospective case study, we present the future business plans of the largest power generation company of India, within an Indian business group, as it explores the linkages amongst democratized energy generation, technical innovations in energy storage, the logistics and trading via energy denominated digital currency.

### Keywords:

Peer to Peer Trading, Energy denominated Digital Currency, Ecosystem evolution, Indian Business Group, and Prospective Case Study.

## Track 3: Consumer Behavior and Marketing

### Trackchairs:

Dr. Sourindra Banerjee (University of Leeds)

Dr. Hitesh Kalro (SBM-NMIMS Mumbai)

## Brand COO and COO Diversity as a Strategic Diagnostic Tool for Extracting High Revenue Sources

Sourindra Banerjee<sup>1</sup>, Rafid Rahman<sup>1</sup>, Martin Heinberg<sup>1</sup> and C.S. Katsikeas<sup>1</sup>

<sup>1</sup>University of Leeds, England

### Abstract:

Recently cutting-edge firms are focusing on using innovative analytical parameters to extract high revenue points from consumer purchase data. In this study, we are introducing Brand County of Origin (COO) and COO diversity as a diagnostic tool to extract high-purchase consumers (high revenue points). In this study, we have analyzed over a million transactions of 327,863 consumers across 600 beauty brands. Our main aim was to investigate how the presence of a specific Brand COO and COO diversity in the purchase basket can indicate high purchase consumers. Considering the surge of South Korean beauty products, we have investigated the presence of Korean (vs. other COOs) beauty products in the purchase baskets as an indicator of high purchase consumers. Study findings reflect that Brand COO (Korea) positively influences Consumer Purchase (Value) thus indicating high purchase consumers. In contrast, COO diversity negatively influences Consumer Purchase (Value) thus indicating low purchase consumers.

### Keywords:

Brand COO, COO diversity, Consumer Purchase, Marketing Parameters, South Korean Beauty

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## Adoption of Social Media at the bottom of the pyramid: a Qualitative Investigation

Jitender Kumar<sup>1</sup>, Archit Tapar<sup>1</sup> and Ankur Jain<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Rohtak

### Abstract:

Purpose of the study: This paper addresses two research questions: 1) How does Social media impact people at the bottom of the Pyramid (BOP)? 2) Why do people adopt social media at BoP??

Research Methodology: The study undertakes a qualitative approach by conducting semi-structured interviews with 22 people at BOP, India.

Findings: The results are based on primary qualitative information from interviews with 22 Indian BOP individuals and published and secondary data. We found that various benefits of social media influence the people at BOP to adopt social media.

Theoretical implications: The study has been conducted by employing the UTAUT2 model. The study adds two factors that influence people at BOP to adopt social media, and theoretical and practical contributions and implications are discussed.

### Keywords:

UTAUT2, Uses and Gratification theory, Bottom of Pyramid, Social Media

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## Tactical and fast or wise and slow? A conceptual framework understanding impulse buying behaviour of customers: Mediation-moderation model

Mansha Rani<sup>1</sup>, Dhritima Dutta<sup>1</sup> and Abraham Cyril Issac<sup>1</sup>

<sup>1</sup>Indian Institute of Technology, Guwahati

### Abstract:

The present study aims to develop a conceptual model of impulse buying behaviour and its antecedents. The study proposes a direct relation between external factors (advertising appeals, visual merchandising, store environment, online reviews, social media influence) and impulse buying behaviours of customers. Further, a mediating role of emotional arousal in the relationship between external factors and impulse buying behaviour has been suggested. The study proposes that the relation between emotional arousal and impulse buying behaviour would be moderated by customers' intention to buy. The conceptual model of the present paper is discussed along with some supportive research findings. Finally, the paper concludes by discussing some of its limitations and suggesting some future research directions.

### Keywords:

Impulse buying behaviour, External factors, Emotional arousal, Intention to buy.

## **Social Commerce the new avatar of e-commerce: Systematic Literature Review**

Soma Amol Dhaigude<sup>1</sup> and Bijuna C Mohan<sup>1</sup>

<sup>1</sup>National Institute of Technology Karnataka, Surathkal

### **Abstract:**

Social commerce (SC) is an upcoming trend that has changed the consumers' online shopping experience by allowing e-retailers to develop long-term relationships and increase sales. Empowered by web 3.0, SC offers many-to-many interactions, enhancing the quality and quantity of social interaction related to seller-customer, information search, and product/service delivery. Customer experience (CE) both in the online and offline contexts has been well developed. However, limited attention has been paid to examining CE in the SC setting. This study aims to conduct a systematic review of literature to develop a conceptual framework exploring both the antecedents and consequences of CE in the SC setting. In the process, we make three significant contributions to both academia and practice. First the study contributes to our understanding of CE in the context of SC. Second, it proposes a conceptual framework by identifying antecedents of CE and potential consequences. Finally, it highlights a subject relevant to both academia and practice, while proposing recommendations for further research.

### **Keywords:**

Social commerce, Online consumer experience, Literature review and Web 2.0

## Augmented Reality for Enhancing Customer Brand Engagement

Mudita Sinha<sup>1</sup> and Mallika Srivastava<sup>2</sup>

<sup>1</sup>Christ University, Bangalore

<sup>2</sup>Narsee Monjee Institute of Management Studies, Bangalore

### Abstract:

The advent of social media, especially Instagram, has revolutionized influencer marketing and provided an unparalleled platform of scope and accessibility. The influencers leverage their followers in structuring relationships built on trust, assurance, and penchant. Augmented Reality (AR), an interactive interface, is one of the few upcoming trends and is undoubtedly the future of influencer marketing. Therefore, this research focuses on exploring the impact of AR-induced influencer content moderated by the influencer's credibility, leading to word of mouth followed by purchase intentions of Gen Z for consumer electronics. PLS-SEM research technique was employed for testing the hypothesis of this study, and the measurement model was assessed post which structural model assessment was performed. The findings suggest that AR-induced influencer content encourages consumers to engage actively and urges them to consider brand outcomes positively.

### Keywords:

Augmented Reality, Influencer Marketing, Customer Brand Engagement, Word Of Mouth, Credibility and Purchase Intention

## Me, Myself, and Influencers - Exploring the Impact of Self-Discrepancies on Consumer Behaviour

Shehzala<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

In the present thesis, we engage with the literature on self-discrepancies, notably the self-discrepancy theory, and examine how consumers interpret and respond to the content they are exposed to by comparing their self-concept and self-guides with referent others like influencers, the impact of these comparisons on their emotions and behaviours, the motivational and psycho-social processes that shape their responses, and the mechanisms through which they make sense of their experiences with self-discrepancies. Across three essays, we utilize a mixed methods approach comprising semi-structured interviews, surveys, and lab experiments and extend the application of existing theoretical and practical understandings of self-discrepancy by studying how individuals interpret and express their self-concept in offline as well as virtual spaces in response to exposure to content shared by others.

### Keywords:

Influencer Marketing, Self-Discrepancy, Virtual Self, Self-Presentation.



## Modelling consumer's mobile wallet app adoption and its continuous usage: The case of India

Swati Sharma<sup>1</sup>, Anshul Malik<sup>2</sup> and Jalal Ahamed<sup>3</sup>

<sup>1</sup>Jaypee Institute of Information Technology Noida

<sup>2</sup>Jaypee Business School, Noida

<sup>3</sup>University of Skövde School of Business, Sweden

### Abstract:

Mobile usage and internet consumption have marked tremendous growth in the last decade. The adoption of mobile technology has gained the attention of researchers, and few studies have been carried out to understand the factors of mobile technology adoption. This study aims to understand the factors affecting mobile wallet app adoption among Indian consumers. A conceptual model was developed based on the UTAUT framework and tested on 424 responses collected from India's Delhi NCR capital region. The origin UTAUT framework have been extended by adding factor; Enjoyment, Aesthetics, Incentives, and trust. The hypothesized relationships were analysed by using the SEM method. The results indicated that all the factors were found significant for mobile wallet app adoption. Geographical limitations, the younger population as a prominent respondent in the study, and longitudinal study were reported as a few of the limitations of the study. The findings of the study would help the mobile wallet app developers and providers by providing valuable insights which in turn can be implemented by them to frame their strategies for increased adoption of the wallet apps

### Keywords:

Mobile Technology, Internet Penetration, Mobile Wallet App Adoption, UTAUT, SEM India.

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## Impact of Cognitive Load on Customer's Online Shopping Cart Abandonment

Agnitra Das Sharma<sup>1</sup>

<sup>1</sup>Institute of Management Technology, Ghaziabad

### **Abstract:**

The choice overload hypothesis has been tested in the offline retail scenario by prior researchers, however in the online literature on choice overload is rare. This paper discusses a specific phenomenon in online retail – shopping cart abandonment and seeks to demonstrate how cognitive load build up in the minds of the customers due to the huge online variety of products they come across ultimately leads to shopping cart abandonment by the customer. We also take into account two situational factors – single-brand or multi-brand website and the device used, that moderate the impact of variety on cognitive load build-up. Two consumer level factors – the cognitive orientation (System 1/ System 2) and the variety seeking behaviour of the consumer also impact the relationship between cognitive load and shopping cart abandonment.

### **Keywords:**

E-tailing, Choice overload, Cart abandonment

# Social Media “Stars” Vs “The Ordinary” Me: The Role of Self-Discrepancies, Perceptions Of Homophily And Authenticity, Self-Acceptance, And Mindfulness In Shaping Outcomes Of Influencer Marketing

Shehzala<sup>1</sup> and Anand Kumar Jaiswal<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

## Abstract:

With the proliferation of handheld devices and access to the internet, social-media influencers have become constant companions of a large audience of young consumers, and the nature of this “on hand” exposure to influencer marketing presents the case for seeking a better understanding of how influencers impact consumers. We conduct 17 semi-structured interviews to examine if and how individuals experience self-discrepancy when exposed to influencers' content, and the impact of this discrepancy on their affect, cognition, and behaviors. We also examine the differential impact of perceived homophily with influencers and perceptions of authenticity of influencer content on the relationship with influencers, their ability to influence and the resulting consumer behaviors. In addition, we identify two important variables that determine the nature of affect and thoughts experienced on comparing oneself to an influencer, self-acceptance and mindfulness, and extend existing understandings of the self-discrepancy theory and its application to the influencer context.

## Keywords:

Influencer Marketing, Self-Discrepancies, Homophily, Perceived Authenticity, Self-Acceptance, Mindfulness

## Transforming Purchase Process from Informative to Affective- A Multivariate Analysis Approach

Subhojit Banerjee<sup>1</sup> and Manisha Sharma<sup>2</sup>

<sup>1</sup>School of Management, Gautam Buddha University, Noida

<sup>2</sup>School of Business Management, NMIMS, Mumbai

### Abstract:

In a highly competitive market if the new entrant does not have a noticeable difference in its product offering, the chances of the product getting lost in the competitive-noise are high. This paper explores the change in purchase process as a consequence of high-emotional appeal advertising. The study has been based upon Kia motors launch in India which led a very creative advertising campaign as part of its entry strategy in Indian markets. The paper analyzes the advertisement campaign 'Magical inspiration' of Kia motors by assessing audience perception of the advertisement using the Foote Cone and Beldig (FCB) grid. Primary data collected through a structured questionnaire was subjected to Multi Dimensional scaling to test three hypotheses related to the advertisement appeal of Kia Motors advertising campaign. The study reveals that the creative elements in the advertisement successfully evoke strong emotional feelings and screen information related to technical specifications of the product. This influences the consumers process of product assessment and evaluation bringing a paradigm shift from logic-centric(Informative) to emotional (affective). The results of the study give new insights to marketers in deciding a launch strategy for competitive markets. Also, while considering Advertising goals the dimension of cognitive shift needs to be assessed. Previous literature as posited in the Foote Cone and Beldig(FCB) grid well establishes the effect that advertising has in evoking different cognitive outcomes in a purchase process. Examples of repositioning and Rebranding also exist. This study exhibits a new dimension as it shows the entry of a product which changed its advertising appeal in such a way that the consumers process of product assessment and evaluation shifted from logic-centric(Informative) to emotional (affective).

### Keywords:

Affective Purchase, Informative Purchase, Multivariate Analysis, Multidimensional Scaling and FCB grid

## **Influencer Marketing, Self-Discrepancies and Consumer Behavior - Findings from a Large-Scale Survey on the Role of Perceived Homophily, Authenticity, Self-Acceptance, and Mindfulness**

Shehzala<sup>1</sup> and Anand Kumar Jaiswal<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### **Abstract:**

Much of the extant literature on influencer marketing presupposes its potential impact on consumer behavior based on perceptions of influencers as social standards. In this paper, we examine the link between exposure to influencers and consumer behavior, and the role of self-discrepancies in this association. We also examine the role of perceived homophily, authenticity, mindfulness and self-acceptance in enhancing or dampening such linkages. We collect survey-data from Indian adults aged 18-35 (N = 503), analyzed as a structural equation model. Given that the influencer-follower relationship is a unique form of social exchange where the individual may find solace in the source of the discrepancy itself, we offer four mechanisms which can reduce the negative impact of influencer marketing on an individual's psychological well-being and provide support for inclusive and approaches to marketing that enable consumer decision-making through positive experiences and not out of feelings of shame, embarrassment, distress or vulnerability.

### **Keywords:**

Influencer Marketing, Self-Discrepancies, Homophily, Perceived Authenticity, Self-Acceptance, Mindfulness

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## A Retrospective Glance at Consumer Behaviour in the Gamification Context exerting Bibliometric and Content Analysis

Deeksha Singh<sup>1</sup> and Sambashiva Kunja Rao<sup>1</sup>

<sup>1</sup>National Institute of Technology, Rourkela

### Abstract:

Marketers utilize gamification as it provides an efficacious platform to communicate and reach a large consumer base. Several studies exploring consumer behaviour have highlighted the role of gamification in diverse industries, including retail, tourism, and mobile technology. However, the prior literature is not cohesive, so this study attempts to provide an overview of the current state of gamification by linking it to consumer behaviour. This study examines 68 publications from Scopus from 2012 to 2022, employing bibliometric and content analysis while incorporating performance analysis, science mapping, and thematic analysis. In addition, the study also identifies five clusters connecting gamification to the dimensions of consumer behaviour. These clusters include customer engagement, consumer experience, purchase and behavioural intentions, consumer psychology, and technology & innovation adoption. In conclusion, it proposes future research directions.

### Keywords:

Gamification, Consumer Behaviour, Bibliometric Analysis, Content Analysis

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## Beautiful one day, perfect the next: From destination advocacy to attachment

Indirah Indibara<sup>1</sup> and Parthasarathi Das<sup>2</sup>

<sup>1</sup>Indian Institute of Management, Raipur

<sup>2</sup>Xavier School of Management (XLRI), Jamshedpur

### Abstract:

Can advocacy lead to attachment, especially in this digital world, where individuals post extensively about their experiences on social media? Drawing from the social exchange, social identity and attachment theories, the present study examines the effect of destination personality congruity on destination attachment through the mediation effect of destination advocacy. Destination advocacy which has been studied as a consequence of attachment in existing literature, was studied as an antecedent for the same. Researchers have predicted that the reciprocity of the relationship between the constructs should be examined. We also tested the moderation of perceived crowding on the relationship between destination advocacy and destination attachment. Destination advocacy was significantly established as a mediator between destination personality congruity and destination attachment. The overall moderation was significant, but not for all the six dimensions of destination personality congruity, thus indicating that this relationship is not universal and depends on the personality types.

### Keywords:

Destination Personality Congruity, Destination Advocacy, Destination Attachment, Perceived Crowding, Social Identity Theory

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## Artificial Intelligence in Service Ecosystems: A Systematic Literature Review

Sneha Mishra<sup>1</sup> Dr. Sheila Roy<sup>1</sup>

<sup>1</sup>SP Jain Institute of Management And Research, Mumbai

### Abstract:

The objective of this Systematic Literature Review (SLR) is to explore the business management academic literature on Artificial intelligence through the lens of Service Ecosystem. One of the key characteristics of the service ecosystem is its self-adjusting nature through which a network of actors integrate resources to co-create value while being bounded by institutional norms. Artificial Intelligence artifacts deployed, too, are designed to learn from the feedback on the outcomes of its applications and subsequently make adjustments to its application and learning system. Given the centrality of self-adjusting nature in Service ecosystems and AI, we were surprised to find a Scopus search on “AI.” and “Service ecosystems” yielded less than 50 publications in Business Management and Accounting Journals. To explore the possibility that these two critical streams of research are fundamentally aligned with each other, we embark on an SLR to analyze the literature on AI from the base characteristics of the service ecosystem – network actors, resource integration, institutional logic and value co-creation. The research question that we seek to answer is the role of AI in the service ecosystem, Through the widely accepted methodology of SPAR- 4 for SLR, we systematically categorize publications on AI as per the service ecosystem characteristics and identify gaps for the future study of AI through the lens of service ecosystems.

### Keywords:

AI, Artificial Intelligence, Service ecosystem, Value co-creation, Network Actors, Institutionalization, Resource Integration.



## Enhancing Brand Image: Brand Trust, Brand Loyalty and Social Media influences on building a Brand Image

Nalini Palaniswamy<sup>1</sup> and Muruganandam Duraiswamy<sup>2</sup>

<sup>1</sup>PSG Institute of Management, Coimbatore

<sup>2</sup>Bharathiar University Post Graduate Extension Centre, Coimbatore

### Abstract:

During the pandemic, the customers did not get the required opportunity to explore and select a brand in the retail space, largely the selection of products was driven by their prior knowledge about the brand, their trust towards the brand, their first purchase experiences, and largely the social media reviews. In spite of many pandemic business challenges, businesses were equally finding it difficult to retain their existing customers by brand switching. Enhancing brand trust and brand loyalty and positive social media reviews were found to be the supportive factors to enhance the brand image. Many companies have eventually developed their social media strategies to maintain desired consumer-brand connections and it was found to be an effective tool to create a brand image in many recent studies. Brand trust and brand loyalty are always a predictor of brand image but social media is found to new variable added to build a positive relationship for creating a better brand image. This study attempts to predict how the brand image is enhanced by the relationship between brand trust, brand loyalty, and social media. A sample of 300 was collected using a voluntary sampling method. The survey was done during a pandemic and hence the sample was collected using an online survey. The study results demonstrate how the frequency of brand purchases have an influence on brand variables and it predicts how the independent variables influence the dependent variable. The study results will help the company to focus on various strategies to create brand trust and brand loyalty via social media platforms and create a positive brand image.

### Keywords:

Brand Trust, Brand Image, Brand Loyalty and Social media

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## Destination Wedding's choice : Drivers and constituents

Purvendu Sharma<sup>1</sup>, Diya Guha Roy<sup>1</sup> and Anup Maurya<sup>1</sup>

<sup>1</sup>Goa Institute of Management, Goa

### Abstract:

The study's aim is to examine determinants for destination's choice for events such as destination wedding. Build on conceptual framework some drivers are examined. The study concludes by suggesting implication areas for event managers.

### Keywords:

Destination Wedding, Destination Advocacy, Destination Identification, NFU, Post-Covid19

# Mediating Role of Customer Engagement of Mouth in Positively Impacting Customers' Purchase Intention Through Social Media Marketing, Active Digital Responsiveness And Perceived Social Presence

Falaq Mubashir Sahaf<sup>1</sup> and Prof Mushtaq Ahmed Siddiqi<sup>1</sup>

<sup>1</sup>University of Kashmir, Kashmir

## Abstract:

Post Covid- 19 ecommerce business has gained a huge customer base. During pandemic customers preferred online purchase to avoid human contact and post pandemic still the ecommerce industry in India continues to grow. The study aims to see how the components of digital marketing which includes social media marketing, perceived social presence and digital responsiveness impacts the purchase intention of customers. Study further aims to investigate the mediating role of customer engagement between social media marketing, perceived social presence and digital responsiveness and purchase intention. The customers of online shopping sites were considered as the population of the study. 620 questionnaires were distributed, among which 600 were accepted. Findings reveal there is significant and positive impact of social media marketing, digital responsiveness and perceived social presence on purchase intention and customer engagement successfully mediates the causal impact of social media marketing, digital responsiveness, perceived social presence on purchase intention.

## Keywords:

Customer Engagement, Perceived Social Presence, Digital Responsiveness, Purchase Intention

## Track 4: Contemporary Topics

### Trackchairs:

Dr. Kiran Awate (Pamplin College of Business, Virginia Tech)

Dr. Manisha Sharma (SBM-NMIMS Mumbai)

## Role of Network Formation and Dynamic Workspaces in The Gig-Economy: A Perspective from Network Theory

N G Yamini<sup>1</sup> and Brindha S<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Kozhikode

### Abstract:

The paper reviews the importance of network formation for the gig-workers. The paper explains the importance of network identity. The antecedents and consequences of network formation in the gig economy are also presented. The paper also presents how building networks and maintaining them can aid in sustaining the jobs of the gig-workers. The paper discusses the changing workspaces and how the platform workers construct their dynamic workspaces. In line with this, we propose four propositions- (a) larger the network, the better the chances of finding opportunities and moral support, (b) online contacts formed are more superficial in nature and so less trustworthy, (c) offline contacts formed are more superficial in nature and so more trustworthy and (d) if a person is a part of two groups that dislike each other, it might not be beneficial for the person. The paper also presents theoretical and practical implications by using the lens of social network theory and trying to address how it may be useful for the gig economy workers.

### Keywords:

Network theory, gig economy, gig workers, dynamic workspaces, Network formation

## **Coupling Creativity and Teaming within Institutional Forces: A case of Bollywood**

Rimleena Boro<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Indore

### **Abstract:**

Bollywood as an industry makes India a hub of creative arts. In the form of movies that we sell, Bollywood thrives on creative works of music, art, dance, drama, scripts, videography, choreography, visual effects, makeup, and a plethora of other sub-creative domains within the primary unit of production which is a film. The actors in a movie come together with the specific goal of making a good movie, align their creative goals and work as a unit. Each time the artists come together is a new team and a new mélange of creative forces within a team. Making the reality of a movie is a continuous creative team effort that is required by all to produce a state of art movie. In our paper we look at the process of teaming in a creative process that is affected by various institutional forces and how they catalyze or inhibit the flow of creativity.

### **Keywords:**

Bollywood, Creativity, Teaming, Institutional

## Factors Influencing Healthcare Resilience - An Integrated AHP - ISM Approach

Rose Antony<sup>1</sup>, Ashu Sharma<sup>1</sup>, and Manjari Srivastava<sup>2</sup>

<sup>1</sup>SBM, NMIMS, Mumbai

<sup>2</sup>School of Management, NMIMS, Navi Mumbai

### Abstract:

Healthcare resilience has gained considerable importance in the context of managing global health in environmental uncertainties. Researchers emphasize the need to apprise the way resilience theories are being operationalized in the practical way. The study aims to study the important drivers of resilience in healthcare and their interrelationships contributing to resilience.

The study utilized, analysis of literature review, analytic hierarchy process (AHP) followed by Interpretive structural modeling (ISM) in an integrated fashion to address the key factors and the system actuators. Based on the process and expert validation total 22 factors were categorised into planning and implementation phases. The factors identified in the planning and implementation phases were also studied for their bidirectional relationships. The final level MICMAC analysis led to the propagation of relationships between various influencing factors helping in achieving healthcare resilience.

Social capital emerged as the key driver in the system. In the planning stage, capacity planning, governance and skilled workforce were seen as the important drivers among other drivers. The key factors at implementation stage in descending order involve top management support followed by team work, hospital operations, flexible healthcare system, information and resource sharing, agility, digitalization, opacity, social capital and network adaptability. The integrated MICMAC analysis of the factors using the two integrated method reflected 'Opacity' as a significant contributor for resilience. Theoretical implications-The study could investigate the relative importance of the factors and their integration influencing resilient operations in hospitals, identified in its planning and implementation phase. The study answers to 'How' and 'What' of the contributing factors of resiliency. For future research it also offers a solid foundation for conceptualizing statistical models. The relationships identified through ISM could be considered while designing a resilient hospital. Managerial implications- the findings contribute by identifying the important factors and their role in to achieving resiliency for hospital administration.

The study identified the factors separately for planning and implementation phase. The scope of the study can be enhanced by using DEMATLE approach to investigate in detail the cause and effect of the factor's studies.

### Keywords:

Healthcare Resilience, Drivers of resilience, Integrated factors of resilience

## Workplace Bullying and EVLN outcomes: A study on the role of Climate for Conflict Management

Arathi Krishna<sup>1</sup> and Dr. Devi Soumyaja<sup>1</sup>

<sup>1</sup>School of Management Studies, Cochin University of Science and Technology, Cochin

### Abstract:

This study investigates the relationship between workplace bullying and EVLN responses (exit, voice, loyalty and neglect) and examines whether climate for conflict management (CCM) moderates this relationship. A scenario-based experiment was conducted with 172 faculty members at Indian universities to test hypotheses. Results revealed that CCM moderated the relationship between workplace bullying and EVLN responses. There was a negative impact of CCM on the relationship between bullying-exit and bullying-neglect relationships. Conversely, CCM positively impacted bullying-voice and bullying-loyalty relationships. This is one of the few studies investigating EVLN outcomes in the context of workplace bullying in academia. By introducing CCM as a moderator, we provided practical insights into regulating victims' coping strategies.

### Keywords:

Workplace Bullying, EVLN, Climate for conflict management, Scenario-based experiment.



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## Social media impact on institutions and institutional logics: Unfolding the curiosity of “How?”

Srumita Narzary<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Tiruchirappalli

### **Abstract:**

For a long time, various institutions have enjoyed being the highest authority where communication majorly remained one way (from Institute to Public). However, with the advent of digital technology, the internet, and information and communication technology, particularly social media, the power of the public has gained prominence, changing the old power dynamics between institutions and the public. The public voice is now easily heard and reciprocated over social media. This phenomenon has impacted institutions and institutional logics significantly. This study seeks to comprehend the underlying process by which social media alters institutions and institutional logics.

### **Keywords:**

Social media logics, Institutional logics Institutions, social media.

# The Blurred Lines of Cultural Misappropriation As A Form Of Business In The Modern World; Mapping Risks & Challenges With A Special Reference To The Sangneri GI Dispute

Parkhi Agarwal<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies

## **Abstract:**

Every New Age girl their go-to wedding attire designer is Sabyasachi Mukherjee or Manish Malhotra. In the last 10 years, these designers have made a rock-solid spot in the Indian Fashion industry. Everyone wants to have at least one statement piece from their collection, be it a wedding lehenga or a designer dress. Each of these statement pieces costs heaps of money to buy. The issue is not only limited to cost but the originality of their designs. Recently Sabyasachi Mukherjee was accused of Cultural misappropriation when in August 2021, he collaborated with “H&M” to introduce his collection called “Wanderlust” wherein he picked up prints and motifs from traditional Indian crafts and called it an Inspiration. The collection allegedly violates some artisan groups' Geographical Indications (GIs). This paper aims to focus on the practice of cultural misappropriation adopted by businesses, its legality, and its impact on indigenous communities.

## **Keywords:**

Cultural Misappropriation, Artisan communities, Intellectual property, GI and Fashion Industry

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## A Comparative Study of GER of Higher Educational Institutions of India and China

Abhishek Anand<sup>1</sup> and Ram Kumar Dwivedi<sup>1</sup>

<sup>1</sup>GLA University, Mathura

### Abstract:

The Gross Enrolment Ratio highlights the percentage of students taking admission to Higher Education Institutions. Across the globe, this index varies depending upon population parameters and anonymous factors. Indian education system ranks third in terms of diversity and size after USA and China. One important reason is the Low Gross Enrolment Ratio of Indian HEIs in comparison to countries like China and the USA. The authors of this paper have attempted to compare the Gross Enrolment Ratio in Higher Education Institutions of India and China. Along with that comparative data analysis has been made about the Human Development Index, Per Capita Income, and Gross Domestic Product of both the developing nations. An attempt has been made to relate the impact of these denominations on the Gross Enrolment Ratio of both the Asian giants. The paper also tries to make a descriptive study of the education system of the countries in terms of their philosophies and government policies.

### Keywords:

Gross Enrolment Ratio, Per Capita Income and Human Development Index

## Interpretive Ranking of Forces of Continuity Using Integrated IRP-TISM Approach

Areeba Khan<sup>1</sup> and Saboohi Nasim<sup>1</sup>

<sup>1</sup>Aligarh Muslim University, Aligarh

### Abstract:

Organizational transformation and wide-scale upgradation of working conditions have resulted in disrupted work-life balance and employee health. In this era of drastic change interventions, there is an urgent need to balance them simultaneously with forces of continuity. It is essential to consider these forces concerning employees' well-being. This research goes beyond the typical areas of study in well-being literature and presents a multi-criteria ranking of the forces of continuity, taking into consideration the well-being component of employees through the deployment of integrated Total Interpretive Structural Modelling (TISM) and Interpretive Ranking Process (IRP). This combined technique and weighted criteria increased the value of the net dominance of numerous variables, hence enhancing the decision-making effectiveness of IRP. Results propose that preserving organizational culture and following performance standards will improve the overall well-being of employees. This study's results will help managers formulate policies and programs for dealing with organization-wide problems.

### Keywords:

Forces of Continuity, Subjective Well-Being, Interpretive Ranking Process

## Linking intellectual capital with innovation: Evidence from non-innovation driven economic context

Ahmed Musa Khan<sup>1</sup>, Mohd Yasir Arafat<sup>1</sup> and Mohammad Nasir<sup>1</sup>

<sup>1</sup>Aligarh Muslim University, Aligarh

### Abstract:

In the contemporary world continuous innovation has become a pivot in achieving organizational success and sustaining competitive advantage. Innovation also has various forms, it may be the creation of new products and services, it may be new usage of established products and services or it also may be the changes in the process of developing existing goods and services. This research investigates the impact of the aspects of intellectual capital – human capital, structural capital and relational capital on the innovation.

The data had been extracted from GEM and analysed with the help of logistic regression. The results show that intellectual capital partially encourages innovation. Among the three components of intellectual capital, namely, human capital, social capital and structural capital only social and structural capital have a positive influence on the innovation while human capital is not significantly related with innovation.

### Keywords:

Intellectual Capital, Innovation, India, GEM, Logistic Regression

## Clustering Analysis of Psychosocial Factors: A Pandemic Perspective

Shubhangi Jore<sup>1</sup>, Sopnamayee Acharya<sup>1</sup>, Kiran Gehani Hasija<sup>1</sup> and Anukool Hyde<sup>2</sup>

<sup>1</sup>NMIMS Deemed-to-be-University, Mumbai

<sup>2</sup>Prestige Institute of Management and Research, Indore

### Abstract:

Present study aims to identify various factors that affect the psycho-socio characteristics and to determine the extent up to which the socio-demographic and psychosocial behaviour influence the individual, classified as based on their human behaviour during Covid -19. An online survey based on Questionnaire was conducted in tier II and tier III cities of Madhya Pradesh. Hierarchical cluster technique based on Ward's method used to identify the optimum number of clusters and Mann-Whitney U test was used to compare the groups. Binary logistic regression was utilized to distinguish the major socio-demographic and psychosocial characteristics of the groups. Result of present study reveals increasing sense of coherence and self-esteem were associated with an increase in likelihood of respondents being classified in the cluster of balanced psychosocial behaviour. However, all the socio-demographic characteristics along with perceived stress were insignificant on the classification of respondents in two clusters of balanced and disruptive behaviour during pandemic.

### Keywords:

Covid-Pandemic, Psychosocial Behaviour, Logistic, Sense of Coherence, Self Esteem, Perceived stress

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## An Auto-ethnography in the PhD Accommodation of a Premier Management Institute located in India

Rimleena Boro<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Indore

### **Abstract:**

Doctoral journeys are very unique compared to other academic careers and profiles. They are competitive but every academic has their own unique journey and their personal goals that are carved by individuals. Careers of doctoral students in institutions are impacted by other social factors that govern their research process. An account of an academic gives us perspective into the lacuna of lived experiences of PhD lifestyles. Though a part of the society, the doctoral journey has its own idiosyncracies that makes the account an interesting read and provides us insight into how research in a country is shaped.

### **Keywords:**

Auto-ethnography, Doctoral students, Lifestyle, Education

## Working in the Post-Pandemic Neoliberal World: Flexible Work Practices, Gig Economy and Its Effect on Work-Family Conflict

Manan Tusharkumar Pathak<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Indore

### Abstract:

This paper discusses the relationship between flexible work practices, workaholism, and work-family conflict, in general, and in the context of Covid-19. Keeping in view recent trends and legislative relaxations with regard to the employment contract, the paper also discusses these in relation to traditional organizations and gig economy firms. Through a review of existing literature, the paper suggests that flexible work practices directly result in work-family conflict through work intensification, blurring of boundaries between work/office and family/home, and the prolonged imposition of flex-place working. Flexible working practices also result in work-family conflict through workaholism, which increases through work intensification and the legitimizing of work regardless of time and place. While gig economy workers may have a lot of temporal flexibility, their work is also characterized by uncertainty, insecurity, instability of work and income, and irregular schedules all of which increase work-family conflict, which workers have to manage by themselves.

### Keywords:

Flexible work practices, Work-family conflict, Workaholism, Gig economy



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## Staying Alert: A Hybrid Learning Approach to Cyber-Risk Mitigation

Kalpita Sharma<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Amritsar

### Abstract:

In 2021, DDoS attacks have increased by 38% YoY, with attack intensity peaking at 2.5 Gbps. It results in losses and reduced service quality for firms. Based on protection-motivation theory (PMT), a CTO needs to do a threat appraisal of the potential vulnerabilities in their firms and estimate the monetary impact on their business. After that, they decide upon the most effective response in terms of its efficacy and cost. This study investigates (i) the web articles related to DDoS attacks to summarize their causes, (ii) quantifies subsequent losses, and (iii) proposes mitigation strategies. We propose a text mining-based Cyber-risk Assessment and Mitigation (TCRAM) model comprising three modules. Firstly, the cyber-risk assessment (CRA) module analyzes textual web articles and extracts themes using Latent Dirichlet Allocation. Subsequently, we estimate the probability of misinterpreting these themes using the kernel Naïve Bayes classifier. Next, the cyber-risk quantification (CRQ) module calculates the expected loss incurred by a firm due to DDoS attacks. Lastly, the cyber-risk mitigation (CRM) module aids the CTO in reducing, accepting, or passing the cyber-risk.

### Keywords:

DDoS, Hacker, Cyber-risk, Text mining, Cyber-insurance, Threat Appraisal, Coping Appraisal, Protection-Motivation Theory

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## A Study of Learners' Effectiveness in Online Mode of learning: Sustainable Engagement in VUCA Environment

Dr. Chandan Medatwal<sup>1</sup> and Sangita Nandan<sup>2</sup>

<sup>1</sup>NIIT University Neemrana, Rajasthan

<sup>2</sup>NIIT Limited

### Abstract:

From the perspective of online education where the short-term connects, as well as the long-term associations are completely virtual, it is critical to develop a sustainable engagement plan for online learners with different demographical profiles and needs. A successful engagement strategy can ensure satisfaction, enhance motivation, reduce the sense of isolation, and improve performance of the learners. In the long run it will build an affiliation within the learning community, emotional involvement with the program and loyalty to the educator and provider. Hence it is crucial to understand the various types of engagement dimensions and how these dimensions associate or differentiate across the segments.

This study comprises of an empirical research, based on a survey of learners with different profile, age group and learning orientation. The research establishes several hypotheses in the context of different engagement types. It interprets how the behavioural, social, affective, and cognitive engagement dimensions associate among themselves and if there are significant differences observed in these engagement dimensions considering the different learner segments. The inferences of this research would be valuable to create customised engagement initiatives for diverse categories of learners.

### Keywords:

Learner engagement, Learning Medium, MOOC, Virtual Classroom, Learning Management System, Learning through Social Media

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## Dynamic Capabilities of HRM in Crisis – An Exploratory Study in PSFs during COVID-19 Pandemic

Surabhi Singh<sup>1</sup>

<sup>1</sup>Indian Institute of management, Indore

### Abstract

The role of HRM during a crisis has been a crucial area of investigation for the scholars and the practitioners. The present study addresses the evolving role of HRM in Professional Services Firms (PSFs) during the COVID-19 pandemic. To understand the changing nature of workplaces during the pandemic, we conducted a multi-phase, qualitative study spanning over ten weeks and collected data from 82 PSF employees. We investigated the evolving role of HRM, and the findings reveal the dynamism with which HRM shifted its focus i.e., from enabler to facilitator and facilitator to therapist. The study informs the dynamic capabilities theory by exploring how swiftly HRM evolved with each passing phase of the crisis. The paper contributes to the academic literature on the dynamic role of HRM in PSFs, an under-researched area so far. The findings provide insights on the strategic role of HRM in crisis, which will inform the practitioners.

### Keywords:

COVID-19, Crisis, Dynamic capabilities, HRM, Professional Service Firms, Strategic HRM

## Track 5: Economics, Finance and Accounting

### Trackchairs:

Dr. Sobhesh Kumar Agarwalla (IIM Ahmedabad)

Dr. Subramania Raju Rajasulochana (SBM-NMIMS Mumbai)

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## The Impact of Russia-Ukraine conflict and Selected Macro-Economic Variables on Volatility of Asia-Pacific Equity Markets

Nisarg Joshi<sup>1</sup> and Ansita Aggrawal<sup>1</sup>

<sup>1</sup>Institute of Management, Nirma University, Gujrat

### Abstract:

Markets are usually impacted and affected not just by the regular set of economic and financial considerations, but also by shocks that cause uncertainty. We adopted the index developed by Fang & Shao to assess the severity of the Russia-Ukraine war and use it to investigate how and via what channels this conflict affects commodities market volatility risk in Asia-Pacific markets from January 2015 to April 2022. Our results suggest that the Russia-Ukraine conflict significantly increases the volatility risk in equity indices. It is getting affected by both economic and financial channels. The volatility risk is affected by many factors like share of Russian exports, investor panic & interest rate hike, FII, and VIX. The government policies have the lowest impact.

### Keywords:

Russia-Ukraine, Volatility, Geopolitical risk, Panel regression, Asia-Pacific Markets

## Transformative Effects of the Covid-19 Crisis on the Indian Banking Sector's Performance - Financial Statements Stability

Neha Roy<sup>1</sup>, Sankarshan Basu<sup>2</sup> and T Vishwanthan<sup>3</sup>

<sup>1</sup>NMIMS Deemed-to-be University

<sup>2</sup>Indian Institute of Management, Bangalore

<sup>3</sup>Symbiosis Institute of Business Management, Pune

### Abstract:

In response to the Coronavirus pandemic, banks and regulators are navigating high tides and troughs. It is therefore imperative that Indian banks understand and analyse the post-pandemic effects. Several responses exist for banks to deal with the challenges posed by the covid crisis. The authors examined banks' responses to three specific motives - controlling non-performing assets, managing sufficient liquidity, and maintaining bank solvency. Banks act based on these motives. Most of the time, financial indicators reflect actions taken, according to the authors. The authors emphasize that it is crucial to determine whether the bank's initiative will benefit banks. Furthermore, it is imperative to consider whether it affects the bank's profitability and performance. To measure the efficiency of the response identified by the authors, twelve input financial indicators can be used. In order to assess the effectiveness of RBI's responses to a few challenges, the authors use data envelopment analysis. In this study, inputs and outputs of various banks are compared and interrelated. In addition to categorizing response indicators into high and low effective categories, DEA was used to evaluate the effectiveness and utilization of responses. In addition, the study examines the changes in bank performance post-crisis and their performance ranking. Additionally, the study suggests measures to enhance the effectiveness of selected financial indicators using an alternate scenario approach. During times of crisis, the study will help policymakers and decision-makers in Indian banks stay vigilant about policy revisions in real-time if there is work to be done on current mitigation measures.

### Keywords:

Pandemic, Impacts, Responses, Indian Banks, Effectiveness, Data Envelopment Analysis (DEA)

## Counteracting Tax Optimisation. The case of the Polish Minimum Tax

Olga Mikolajczyk<sup>1</sup> and Joanna Szlezak-Matusewicz<sup>1</sup>

<sup>1</sup>Warsaw School of Economics, Poland

### Abstract:

In recent years, the practices of aggressive taxpayers' actions aimed at reducing tax burdens and the accompanying forms of combating them by governments of various countries, especially those belonging to the European Union, have become more and more visible. This is a natural reaction - measures are introduced in the protection of budget revenues to prevent them from escaping. Sometimes, however, we are talking about the case of Poland, the state authority abuses the possibility of adopting tax law by introducing rules, norms and regulations that are not only used to combat aggressive practices, but above all serve to limit entrepreneurship.

This article highlights such activities as part of the Polish tax reform implemented in 2022. The purpose of this article is to present the minimum income tax instrument and the impact of this instrument on reducing entrepreneurship in Poland.

### Keywords:

Taxes, Entrepreneurship in Poland, Tax Optimisation And Minimum Income Tax

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## 'Currency Derivatives and Firm Value': Bibliometric Analysis, Synthesis And Research Agenda'

Rashad Pp<sup>1</sup>, Dr. Satheesh Ek<sup>1</sup> and Dr Arunima Kv<sup>2</sup>

<sup>1</sup>University of Calicut

<sup>2</sup>T A Pai Management Institute, Manipal

### **Abstract:**

The importance of foreign currency derivatives (FCD) for firms involved in export-import operations is accentuated by the volatility of exchange rates. Several empirical studies have examined the effect of FCD on firm value. Still, no literature study has been located that presents a complete picture of this domain and provides direction for future researchers. The study retrieved 573 research documents from the Scopus database and then evaluated and mapped intellectual structure using bibliometric analysis and a systematic literature review of recent articles. The performance evaluation identifies the publication trend, quality journals, leading authors, and most cited papers. Science mapping methods were used to identify the intellectual structure. Furthermore, emergent themes in the area of currency derivatives were identified based on the systematic review of eighty-five recent articles. Relevant areas that need more investigation are proposed to regulators, policymakers, and academic researchers.

### **Keywords:**

Currency Derivatives, Firm Value, Bibliometric Analysis, Systematic Literature Review, Hedging



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## Financial Socialization and Personal Financial Management Behavior of Millennials in India: The Role of Attitude Towards Money and Financial Literacy

Kirti Goyal<sup>1</sup>

<sup>1</sup>Malaviya National Institute of Technology, Jaipur

### Abstract:

Financial management is a complicated collection of behaviors. Given its various precursors, a multi-theoretical view is needed to understand it. The necessity for responsible financial behavior is urged by a variety of factors, such as the global economic downturn, declining savings, credit reforms and unprecedented COVID-19. It becomes all the more essential to investigate the antecedents that influence PFMB. Based on the Theory of Planned Behavior, Theory of Consumer Socialization, and Social Cognitive Theory, we propose the impact of financial socialization on PFMB of Indian millennials through the mediation of attitude towards money and moderation of financial literacy. To the best of our knowledge, the literature examining the influence of financial socialization and attitude towards money on PFMB as a whole is scant. Policymakers and practitioners of consumer finance could make use of this line of research to inform financial educators, counsellors and consumers to improve the overall financial well-being.

### Keywords:

PFMB, Attitude towards money, Financial socialization, Financial literacy

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## India Post Payment Bank's Digital Woes: An Enquiry into Technology Problems Faced by IPPB Service Providers

Gaurav Joshi<sup>1</sup> and Gaurav Joshi<sup>1</sup>

<sup>1</sup>Laxman Singh Mahar Government PG College, Pithoragarh, UA

### Abstract:

India Post Payment Bank (IPPB) is a Government of India undertaking and provides digital banking services to its customers throughout the country. It operates largely through the India Post employees who are paid commission for working as IPPB agents. These agents- known as End Users (EUs)- are issued smartphones, SIM cards and biometric devices to carry out the customer transactions. This study aims to understand the various problems faced by EUs while delivering the IPPB's digital banking services to the customers. Mixed method approach has been used to achieve this objective with in-depth interviews followed by a survey. Patchy network connectivity, occasional malfunctioning of smartphones and biometric devices and unfamiliarity with English language while using the application software (app) have been identified as the major problems which limit the EUs' capability to deliver quality service to the IPPB customers.

### Keywords:

Biometric Device, Digital Banking, End Users, IPPB, Network Connectivity and Smartphones

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## Responses of investors to the financial announcement and news capital structure: Does the type of ownership holdings in banks matter?

Akila Anantha Krishnan<sup>1</sup> and Angan Sengupta<sup>1</sup>

<sup>1</sup>Amrita school of business

### Abstract:

Stock price movements and their causes for it has been an enigma soliciting the interest of researchers. Public announcements and information published by the media also has an impact on price movements. The effects of the same are influenced by factors like the ownership structure and expectations regarding the future prospects of the firms etc. This paper considers the banking sector and categorises it based on its ownership structure to observe the role played by the same in influencing the investors' perception and their response. The same is done by examining the financial announcements and news regarding capital from 2001 to 2020. We find a divergence in the investor response, and the same highlights the pivotal role played by ownership structure on the investor's perception.

### Keywords:

Event study methodology, financial announcements, abnormal average returns, cumulative average abnormal returns

## **If We Don't Care, Who Will?": Micro foundations of NPO Response**

Sushanta Sharma<sup>1</sup>

<sup>1</sup>Institute of Rural Management, Anand, Gujrat

### **Abstract:**

Responding to crisis such as Covid-19 requires dynamic capabilities, build on micro foundations but has received limited attention in NPO literature. We delineate three micro foundations-pre-emptive leadership, social capital, and outreach to stakeholders- of a childcare institution that enabled them to survive one of the strictest lockdowns in the world. This research helps to learn how NPOs can sustain mission-related activities during a pandemic.

### **Keywords:**

Micro-foundations, Non-profits, Dynamics, Capabilities

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## A Narrative Approach In Understanding The Agrarian Crisis

Sreenath U<sup>1</sup> and Madhura Bedarkar<sup>1</sup>

<sup>1</sup>Symbiosis Centre for Research and Innovation

### **Abstract:**

This study is an attempt in understanding the agrarian crisis through the narrative approach. This approach helps us in examining the society and also understanding the human experience. It provides intellectuals an insight into the social, economic, political and cultural environment facing the section of population under our study. These angles are not available for social scientist in the traditional method of research. The study tried to understand the agrarian crisis engulfing cash crop production in Idukki district of Kerala through Joseph, a 53-year old small farmer. His struggle and decisions form part of the study. Such kind of narrative 'turn' also helps other researchers to study other angles which the author himself/herself has not done.

### **Keywords:**

Jobless Economic Growth, Agrarian Crisis, Cash Crops

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## Entrepreneurial Financing through Initial Coin Offering (ICO): A boon or a bane

Dhairya Dev<sup>1</sup> and Priya Nangia<sup>1</sup>

<sup>1</sup>Guru Gobind Singh Indraprastha University, Delhi

### Abstract:

The primary goal of this research is to perform a comprehensive review of the existing literature in order to investigate how small firms and entrepreneurs finance themselves through initial coin offerings (ICO). We conducted an integrated evaluation that comprised both automated and manual analysis of 93 papers retrieved from the SCOPUS and WoS databases. The study conducts a thematic analysis of the subject's empirical findings, yielding seven primary themes (Investment management house, ICO success, investor psychology and performance, technology innovation, Portfolio diversification, Ponzi coins, and ICO marketing). We used keyword co-occurrence to undertake an inductive analysis and build aggregate dimensions from the study's major issues and themes, resulting in a conceptual framework for incorporating small business and entrepreneur financing and the digitally sustainable financial revolution. The paper concludes by outlining future research areas, followed by a conceptual framework, and providing implications for policymakers and entrepreneurs.

### Keywords:

Initial Coin Offering, Ico, Entrepreneurship, Blockchain Technology, Financing And Integrative Literature Review

## Adoption of Fintech towards Asset and Wealth Management: Understanding the Recent Scenario in India

Dr. Alekha Chandra Panda<sup>1</sup>, Dr. Amitabh Patnaik<sup>1</sup>, Dr. Avinash Pawar<sup>1</sup> and Dr. Abhijeet Birari<sup>2</sup>

<sup>1</sup>D. Y. Patil Institute of Management Studies

<sup>2</sup>Christ University

### Abstract:

The finance sector as a whole has seen a significant transformation as a result of technological advances, which has impacted how financial institutions function and how financial activities are carried out. FinTech is currently a facilitator and a disruptor. Today Fintech companies have the greatest influence on the wealth management industry financial technology, or FinTech, began with nimble start-ups upending banks with their innovative methods, and later developed into the latter forging partnerships with banks to strengthen the whole financial services ecosystem. At the intersection of both money and technology, the term "wealthtech" was developed. Any digital solution designed to simplify wealth management procedures is referred to as "digital wealth management solutions. The fintech sector, which also encompasses digital payments, regulatory technology, insurance technology, etc., includes wealthtech. Fintech in wealth management has created a paradigm change in the investing sector. Wealthtech's technology is disrupting the wealth management industry. This study analyses the recent development of the wealth management industry and financial investment in the digital Indian age.

### Keywords:

Innovation, Artificial Intelligence, Fintech, Asset Management, Wealth Management

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## Buy Now, Pay Later

Sudhanshu Pani<sup>1</sup>

<sup>1</sup>School of Business Management, NMIMS, Mumbai

### Abstract:

This paper examines the strengths, opportunities, and challenges presented by the Buy Now Pay Later (BNPL) product/service from the perspective of the consumer, service providers, investors, and regulators. We present a microeconomic model of BNPL consumers and firms. The model and simulation to the model highlight the strength of the BNPL product. In its simplest form, the deferred payment of consumer purchase, the product is robust and attractive to all stakeholders.

### Keywords:

POS financing, BNPL, Regulatory arbitrage, BNPL Model and Fintech



## BATX- Battling the Recycling Curve

Dr. Deepak Pandit<sup>1</sup>, Ashutosh Yadav<sup>1</sup> and Simon Jd Schillebeeckx<sup>2</sup>

<sup>1</sup>BML Munjal University, Haryana

<sup>2</sup>Singapore Management University, Singapore

### Abstract:

Utkarsh (CEO) and Vikrant (CTO) both Co-founders of Batx Energies were sitting in their new manufacturing facility at Secunderabad, Greater Noida, India on a sweltering May morning. They were waiting for a visit from a potential set of new investors and were in an animated discussion on what future road map to share with the visitors. While manufacturing batteries had been the real passion for both of them and Vikrant still felt that they should have it as a long-term objective however recycling is what the investors recommended. The new ten thousand square feet facility which they had come up over the last six months had the first prototype of a mechanical recycling process that they hoped to patent and then franchisee. Vikrant saw a volume of black mass coming out of the vacuum filter, picked it up and said to Utkarsh “The real value is in recycling this chemically”. While Utkarsh concurred, his mind was racing to find answers to several questions that he knew would come up in the discussion- Can they build the capabilities required for both mechanical and chemical recycling? Will they be able to patent the mechanical recycling process? Is franchisee a good model for mechanical recycling? Should they still keep battery manufacturing as a long-term goal? Do they understand enough about the technology evolution in this domain to make long term bets on both types of recycling? His thoughts meandered to five years ago at BML Munjal University where it all started.

### Keywords:

Sustainability, Lithium-ion battery, Battery recycling, Start-Up

## Track 6: Entrepreneurship and Small Business Management

### Trackchairs:

Dr. Paresha Sinha (University of Waikato)

Dr. Kalpana Tokas (SBM-NMIMS Mumbai)

## The Moderating Influence of Servant Leadership on the Relation between Entrepreneurial Orientation and Firm Performance

Sanjay Chaudhary<sup>1</sup>, Chitra Singla<sup>2</sup>, Vishal K Gupta<sup>3</sup>

<sup>1</sup>O.P Jindal Global University

<sup>2</sup>Indian Institute of Management, Ahmedabad

<sup>3</sup>The University of Alabama, United States

### Abstract:

A growing body of research suggests that translating the benefits of entrepreneurial orientation into performance depends on the CEO's leadership behaviours. To extend this ongoing conversation, we derive insights from the upper echelons perspective to introduce CEO servant leadership as a contextual influence in the entrepreneurial orientation–performance relationship. We examine whether an ideal configuration of servant leadership behaviours influences the relation between entrepreneurial orientation and firm performance. We test predicted effects with data collected through data collected from 172 small firms in India. The findings revealed that CEO servant leadership affects entrepreneurial orientation–performance relationship, thereby affirming that entrepreneurial orientation and servant leadership must be aligned for better firm performance. The study's contribution shows that entrepreneurial orientation is bolstered by a configuration of several servant leadership behaviour. Based on our research, we outline a future research agenda for effectively leading small firms.

### Keywords:

Entrepreneurial orientation, Servant leadership, Contingency perspective, Configuration perspective, small businesses

## ADHD Symptoms and Business Model Innovation: The Moderating Role of General Uncertainty and Tenure

Polina Artamoshina<sup>1</sup>, Galina Shirokova<sup>1</sup>, Oleksiy Osiyevskyy<sup>2</sup>, Virginia Bodolica<sup>3</sup>

<sup>1</sup>HSE-University Saint Petersburg

<sup>2</sup>Haskayne School of Business, University of Calgary

<sup>3</sup>School of Business Administration, American University of Sharjah

### Abstract:

In light of their typical resource constraints, limited internal capabilities, and heightened dynamism and adaptability, small and medium-sized enterprises (SMEs) are forced to be innovative to secure their competitive advantage. The decision to engage in business model innovation (BMI), especially in the context of SMEs operating in uncertain environments, is strongly dependent upon CEOs' predisposition and personality characteristics. Drawing upon the strategic leadership theory and trait activation theory, we hypothesize that attention deficit hyperactivity disorder (ADHD) symptoms of CEOs significantly influence BMI activities, particularly under specific conditions. Using a sample of 367 Russian SMEs, we find evidence that the perceived level of general uncertainty and CEO tenure intensify the effect of ADHD hyperactivity/impulsivity symptoms on BMI. A detailed discussion of our study's implications for theory and practice in SME settings concludes the article.

### Keywords:

Attention Deficit Hyperactivity Disorder, General uncertainty, CEO tenure, SMEs

## Restricted and extended socioemotional wealth and entrepreneurial orientation in family businesses

Atul Karwasara<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

Calling upon socioemotional wealth (SEW) and mixed gamble perspective, we bridge the conflicting findings in the entrepreneurial orientation literature in family business (FB) by investigating the role of types of SEW on entrepreneurial orientation of FBs. We validate two-dimensional measurement of SEW (extended and restricted SEW) using computer-aided text analysis and report that entrepreneurial activities in FBs depends on type of SEW family owners values the most. FBs that value restricted SEW have lower level of entrepreneurial orientation while FBs that value extended SEW more have higher level of entrepreneurial orientation. The theoretically derived model is tested using panel data of the large listed Indian family firms in the NSE 500 index and supports our claim.

### Keywords:

Socioemotional Wealth, Family-Firms, Entrepreneurial Orientation, Computer-Aided Text Analysis, Mixed-Gamble

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## A Systematic Review of Education on Entrepreneurship and Digital Skills Through University System

Rosy Dhall<sup>1</sup> and Punit Morris Ekka<sup>2</sup>

<sup>1</sup>Maharshi Dayanand University, Rohtak

<sup>2</sup>Indian Institute of Management, Sambalpur

### Abstract:

An entrepreneurial education and university system has various perspectives, implications, and application in business research. This paper systematically analyses the literature on university, entrepreneurship, education, and students related published articles from eleven highly reputed journals. Following PRISMA methodology of systematic review, a total of 82 high quality papers have been investigated to address the research questions. The study tried to investigate the potential impact of entrepreneurial education on university students, which has an academic as well as the managerial implications, which can be useful for the students, universities, and the business corporations of emerging countries. Factors responsible for the successful implementation of entrepreneurial education in any university system, have been identified, analyzed, and been reported in this study. For new knowledge creation on the existing literature of the current topic, future research trends have also been provided for interested researchers.

### Keywords:

University, Digitization, Entrepreneurship, Education, Students

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## CEO Narcissism and Firm Performance: The Role of Workaholism and Family Support

Galina Shirokova<sup>1</sup>, Nailya Galieva<sup>1</sup> and Joshua White<sup>2</sup>

<sup>1</sup>HSE University Saint-Petersburg, Russia

<sup>2</sup>The University of Alabama, United States

### **Abstract:**

Prior studies have found that CEO narcissism may lead to higher firm performance in some contexts but have yet to fully examine the critical contingencies of these relationships. In this study, we examine how narcissism of a new venture founder enhances firm performance and we extend the literature by revealing workaholism as a crucial mediator of this relationship. We also examine family support (both emotional and instrumental) as an important boundary condition that moderates the link between workaholism and new venture performance. Using a sample of 1,641 new ventures from 50 countries, we demonstrate that narcissism can enhance new venture performance through workaholism of the founder. Furthermore, we found that family emotional support diminishes the positive relationship between workaholism and performance. Finally, we discuss the implications of our work for both theory and practice.

### **Keywords:**

Narcissism, Workaholism, Family Support, New Venture Performance

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## Scaling of women-owned entrepreneurial ventures: A bibliometric analysis and systematic review

Vrinda Khattar<sup>1</sup> and Upasna A Agarwal<sup>1</sup>

<sup>1</sup>National Institute of Industrial Engineering, NITIE, Mumbai

### Abstract:

Scaling is an essential route to industry leadership and venture sustenance. While scaling is a “hot topic” amongst women entrepreneurs, it has generally been ignored (at least explicitly) in the academic literature. This is particularly important because women are underrepresented in the entrepreneurial space and have access to limited resources for scaling. The cumulativeness of research on the scaling of women's entrepreneurial ventures remains fragmented. This paper presents a systematic review of the literature and bibliometric analysis of the scaling of women's entrepreneurial ventures published in leading journals. This review systematically examines women entrepreneurship and venture scaling research, analyzing (after fine-tuning) 229 articles published in leading journals from 1989 to July 2022. Our bibliometric and systematic review classifies research findings into three echelons: (i) subjects, (ii) theories, and (iii) methods. Our review identified five future research directions and a robust roadmap that could help align scholarship on scaling with the needs of women's entrepreneurship practice.

### Keywords:

Scaling, Women entrepreneurship, Systematic literature review and Bibliometric analysis



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## Ties That Bind and Unbind: A Systematic Literature Review of Research on Relationships in Family Businesses

Kiran Kandade<sup>1</sup> and Pawan Budhwar<sup>2</sup>

<sup>1</sup>Brunel University

<sup>2</sup>Aston University

### **Abstract:**

Relationships play a vital role in family businesses as they constitute an integral dimension of the firm's social capital. Yet, research on relationships remains scattered and fragmented. This systematic literature review fills the need for a synthesis of scholarly work on relationships to reveal a comprehensive view on relationships within and beyond family boundaries in family businesses. We also segregate literature into collectivist versus individualist cultures to unpack the antecedents and consequences of relationships across cultures. Using Social Exchange Theory (SET) as a guiding lens, this systematic review examines 73 articles that explore relationships in Family Businesses and takes stock of the growing amount of research on the topic while providing directions to advance future research.

### **Keywords:**

Family Business, Relationships, Social Exchange, Nonfamily and Family Boundaries

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## Emerging Market International New Ventures: A Review and Synthesis of Literature

Madhurima Basu<sup>1</sup> and Rajesh Upadhyayula<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Kozhikode

### Abstract:

In this paper, we consolidate and synthesize the theoretical literature on International New Ventures (INVs) from the emerging markets. Although there are previous review papers on the broader INV phenomenon, the context-specificness of emerging market INVs (EINVs) has not been explicitly captured before. Owing to the differential institutional conditions of developed and emerging economies, there are critical differences in how INVs operate from these markets. Even there are fundamental distinctions in the theoretical setups of EINVs, much like MNCs from emerging markets that use spring boarding mechanisms. In this study, we systematically analyzed the EINV literature and indicated their similarities and uniqueness to developed market INVs (DINVs) at both the phenomenon and the theoretical level. In addition, this review also clarifies the differences in the conceptualization of Born Globals and INVs as it would enhance the precision in theoretical progress. Lastly, we provide broad research directions for future scholars in this domain.

### Keywords:

International New Ventures, Born Global, Emerging Market, Developed Market

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## SME CEO Characteristics & Their Impact On Alliance Partner Selection - A Systematic Literature Review

Surveer Singh Jaswal<sup>1</sup> and Neetu Yadav<sup>1</sup>

<sup>1</sup>Management Development Institute, Gurugram

### Abstract:

We study the impact characteristics of a CEO have when Small and Medium Enterprises (SME's) look for partners to form strategic alliances. Such bilateral information-sharing partnerships are advantageous because they enable the incorporation of outside expertise. As most SMEs are either Entrepreneur driven or revolve around Family Businesses, the role of CEOs as leaders becomes important during partner selection. This study attempts to increase our understanding of the 'human' role played by SME during the adoption of new partners. We add to existing information by demonstrating that partner-leader characteristics must be considered when analysing partner selection in a SME. In the context of SME's, the study proposes a conceptualisation by creating a framework that connects SME CEOs with partner selection. We have used the PRISMA Model to conduct a literature review and propose the framework to integrate characteristics and partner selection in the context of the SME's. The selection of papers has been from ABDC listed A\* & A category journals published in the past 3 years.

### Keywords:

SME's, Partner Selection, SME CEO's, Inter-Firm Collaboration, Entrepreneurial Theory

## Adapting Entrepreneurial Spirals in Large Organizations

Rai Siddhant Sinha<sup>1</sup> and Anubha Shekhar Sinha<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Kozhikode

### Abstract:

As entrepreneurial organizations look to scale up their businesses, they tend to orient themselves into becoming more mature firms; thereby losing their entrepreneurial culture. We argue that one of the main reasons for such a change is the increased predominance of formal organizations within a firm. Hence, we dive down into the informal organizations' aspect that drives entrepreneurial culture in firms. Barnard (1937) suggested that many informal organizations (IOs) exist within a formal organization. These IOs are based on informal interactions such as friendship, belonging to the same ethnicity, having similar career goals, and so on. Therefore, we suggest extending the concept of entrepreneurial spirals (Shepherd et al., 2010) to include the dimension of IOs that influence the organization's entrepreneurial culture and manager's entrepreneurial mindset. Informal organizations impact at three places in the model: first, the informal communications within organizations, which affect its entrepreneurial culture; second, in the memory of organizations and the resultant anticipatory shame that negatively affects the actors' exploring their entrepreneurial mindsets in the organization. In summary, we argue that informal organizations, if harnessed appropriately, can enhance the entrepreneurial culture in the organization by impacting both the strategic and structural context of the firms in the desired manner. We argue that sensitizing the organization towards preserving and harnessing informal organizations is vital to keep the enhancing spirals as organizations scale up. Finally, we discuss several future research directions.

### Keywords:

Organizational scaling, Entrepreneurial spirals, Entrepreneurial Mindset, Informal Organizations

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## Factors of Core Competencies in a Start-Up: A Qualitative Research

Ashneet Kaur<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

With limited resources, start-ups adopt various measures to develop unique capabilities within the firm to survive in the initial development phase. The current study aims to understand the multiple elements involved in developing core competencies in the start-up. The existing literature on core competency has mostly been confined to the perspective of large organizations. Our study explores the understanding of the same concerning new ventures. We have employed an explorative-inductive technique using semi-structured interviews to understand the elements of the development of distinguishing capabilities within a start-up. We found that the continuous interaction between the entrepreneur, its founding team and the other working human resource is crucial to assist the organization in surviving its initial development phase. These interactions are facilitated through the culture and norms of open communication, transparency and simultaneous re-iteration of the goals. The study extensively discusses the findings and future areas of research.

### Keywords:

Core Competencies, Start-ups, Competitive Advantage, Strategic feasibility, Participatory organization and Autonomy

## Environmental Sustainability of Tourism Small and Medium Enterprises - A Bibliometric Analysis and Literature Review

Swati Naik<sup>1</sup> and Ruby Chanda<sup>1</sup>

<sup>1</sup>Symbiosis Institute of Management Studies, Pune

### Abstract:

Tourism is the ever demanding and most economic generating service. But, along with the benefits it also contributes to environmental degradation and global warming. Hence, research studies on sustainable tourism are gaining importance. Small and medium enterprises (SMEs) dominate the tourism industry and sustainability in tourism SMEs can lead to sustainable tourism industry as a whole. The aim of this research is to review the research conducted on “tourism SMEs and sustainability”. The literature so far concentrates on business sustainability. Research on environmental sustainability of tourism SMEs is at the emerging stage. The environmental sustainability topics covered under tourism SMEs are related to water management, energy management, circular economy, owners' motivation for environmental sustainability, sustainability indicators, environmental practices, green branding, challenges to include environmental sustainability practices, sustainability models and competitive advantage by following sustainable practices. Literature on environmental sustainability of tourism SMEs need to be developed considering its importance in the current global sustainability crises.

### Keywords:

Tourism, Small and Medium Enterprises, SMEs, Sustainability, Environmental Sustainability

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## **A Study on Critical Determinants: The Growth Saga of Venture Capital Funding in India**

Neha Taneja Chawla<sup>1</sup> and Nikita Mehta<sup>1</sup>  
<sup>1</sup>Navrachana University

**Abstract:**

Venture Capital has (VC) been gaining momentum phenomenally across the globe. Currently, world is witnessing a paradigm shift in the space of innovation. Start-up culture in India is turbo charged with the help of venture capital and promotion from the government. The current research is a modest attempt to study and determine significant variables influencing VC funding. The study is based on time series secondary data of venture capital funding and its likely determinants from 1999 to 2021. The drivers of venture capital funding are clustered into four factors: macro-economic factors, innovation activity, financial market maturity and entrepreneurship activity. Findings based on Multiple Regression Analysis, concludes that GDP, patent grants, previous year VC deals, IPO, market capitalization and Ease of Starting Business are the most significant determinants of Venture Capital Deals funding in the Indian context.

**Keywords:**

VC Funding, Venture Capital Determinants, Macroeconomics, Innovation, Entrepreneurship

## **Making of a Producer Organization: Role of Promoting Institutions and Type of Members**

Rakshita Honnatagi<sup>1</sup>, Prakash Satyavageeswaran<sup>1</sup>, Ashish Galande<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Udaipur

### **Abstract:**

We explore collective entrepreneurship in the context of producer organizations (POs), owned and controlled by small producers. The success of a PO depends on its member composition, a topic understudied in the literature. POs are formed and supported by external agencies (POPIs) that play a crucial role and face many challenges. However, extant literature does not discuss these roles and challenges of POPIs in detail. In this study, we have explored how member composition affects the success of a PO. Further, we provide an understanding of the roles and challenges of POPIs. Our insights address the existing literature gap and provide suggestions to policymakers and POPIs.

### **Keywords:**

Collective Entrepreneurship, Entrepreneurship, Producer Organization, Producer Company



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## Corporate Accelerators: What We Know and What We Need to Know

Shabnam Viridi<sup>1</sup> and Sabyasachi Sinha<sup>1</sup>  
<sup>1</sup>Indian institute of Management, Lucknow

### Abstract:

Corporate Accelerators (CAs) are a growing phenomenon in the literature within the domain of corporate-start-up engagements. CAs are corporate-sponsored start-up accelerators that provide various strategic and financial benefits to the corporate. In this paper, we conduct a systematic review of the CA literature and develop a theoretical framework for an integrated field view. After thoroughly examining 37 research papers, we synthesized the results to create an integrated –"Antecedent-Phenomenon-Outcome"—framework summarizing the entire literature and identifying the theoretical and methodological research gaps to be addressed by researchers in the future.

### Keywords:

Corporate Accelerator, Corporate Start-Up Engagement, Open Innovation, Corporate Entrepreneurship

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## Entrepreneurial Mindset: Definition, Dimensions, and Scale Development Recommendations

Rai Siddhant Sinha<sup>1</sup> and M.K. Nandakumar<sup>2</sup>

<sup>1</sup>Indian Institute of Management, Kozhikode

### Abstract:

The Entrepreneurial Mindset (EM) has gained an unparalleled currency in the entrepreneurship literature lately. Despite the prospect, its theoretical establishment remains underexplored due to a vague comprehension of the term. Thus, the present study uses Carol Dweck's theory of mindset as an overarching theoretical framework to define EM and derive its dimensions from the existing literature. Besides unraveling the 'good' side of EM, we briefly look at its downside. We also provide directions for future research to develop a credible and precise measuring instrument for EM. We conclude by briefly providing practical implications for entrepreneurs and entrepreneurship education.

### Keywords:

Entrepreneurial Mindset, Growth Mindset, Entrepreneurial Cognition, Entrepreneurial Emotion, Entrepreneurial Behavior.

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## Whither the prescription? Analysing the evolution of business incubation policy and practice in India

Sonali Gupta<sup>1</sup> and Sunder Dindugal<sup>2</sup>

<sup>1</sup>Ramaiah University of Applied Sciences

<sup>2</sup>Indian Institute of Management, Indore

### Abstract:

Business incubators are ubiquitous and continue to grow in numbers, despite limited empirical evidence about their effectiveness. Most empirical research on incubators is based in the developed world. Yet, governments across the world, especially in the global south are vigorously promoting incubators as a policy tool for promotion of entrepreneurship.

Given the contextual nature of new venture creation, it is unclear whether policies and practices adopted in the developed economies will bear fruit if transplanted in a resource constrained and contextually diverse emerging economy like India. This article reviews the state of practice and knowledge of Business Incubation in India, to make a case for empirical research and evidence-based policy making if business incubators have to be effective in the geographies in which they operate.

### Keywords:

Entrepreneurship, Business Incubation, Public Policy, Evidence Based Policy Management.

## Assessment of Knowledge Management in Small Businesses: The Examination of Support, Rewards and Empowerment in Organisations

Amitabh Patnaik<sup>1</sup>, Avinash Pawar<sup>1</sup>, and Alekha Panda<sup>1</sup>

<sup>1</sup>D. Y. Patil Institute of Management Studies, Pune

### Abstract:

Knowledge management is the process by which an enterprise gathers, organises, shares and analyses its knowledge in a way that is easily accessible to employees. The prime goal of knowledge management is improving organisational efficiency and saving knowledge in an easily accessible form. Knowledge management aims to put the right information at the right time. This paper analyses the context of knowledge management in small and medium enterprises in India. This research assesses the knowledge management practices in the context of Support of top management, Reward and Recognition processes, and empowerment of employees in small organisations from the data collected from 189 owners and managers of micro and small businesses. The study's outcome highlights a positive impact of top management support and reward and recognition on knowledge management which is moderated by employee empowerment in business. The study's outcome is useful for organisations, leaders and strategists to take effective decisions and design policies in small businesses.

### Keywords:

Knowledge Management, Small and Medium Enterprises, Small Business, Organisational Policies, Management Support, Reward and Recognition, Employee Empowerment

## Entrepreneurial Functions And Their Relationship: Does Incubation Make A Difference?

Deepika Dixit<sup>1</sup>, Anubha Sinha<sup>2</sup>

<sup>1</sup>BML Munjal University

<sup>2</sup>Indian Institute Of Management, Kozhikode

### Abstract:

Social construction of gender roles, entrenched patriarchy and a woman's own conditioning in emerging economies create situations, wherein, women entrepreneurs have impoverished social and human capital to mobilize resources, less developed cognitive abilities to spot entrepreneurial opportunities and to creatively put things together for innovation. Nevertheless, incubators support entrepreneurs for carrying the three entrepreneurial functions viz. opportunity recognition, resource mobilization and innovation. However, little evidence is there whether opportunity recognition, resource mobilization leads to innovation. We investigate whether there exist any influence of opportunity and resource mobilization on innovation. Besides, whether incubation affects this relationship.

### Keywords:

Incubator, Gender, Innovation, Entrepreneurship

## Developing Agri-Tourism Based On Customers Preferences in Tamil Nadu

S Sarath<sup>1</sup>, S D Sivakumar<sup>1</sup>, V Chandrasekar<sup>2</sup>

<sup>1</sup>Tamil Nadu Agricultural University

<sup>2</sup>Central Institute of Fisheries Technology

### Abstract:

Capturing customer's preferences in Agri-tourism helps to develop the tourism sector in rural areas. It tends to know about the services that were liked by customers while their agri-tourism visit. In this study, customers preferences were captured for developing agri-tourism in Tamil Nadu. The main objective of this study was to assess customers interests in agri-tourism activities and determine which factors drive interest in agri-tourism by using a Principal Components Analysis (PCA). Customers were randomly selected from ten farm resorts located in the Coimbatore district of Tamil Nadu. Totally four hundred customers filled survey questionnaire. Results show that customers preferred mostly weekends for going agri-tourism followed by vacations. In terms of service, customers opted for working farms, offering accommodation and food with active participation in farm activities. Using PCA, selected nineteen variables were grouped into five dimensions: farm landscape, farm activities, farm attractions, farm services and experience with KMO sampling adequacy value of 0.884.

### Keywords:

Agritourism, Customer Preference, Farm Activities

## Non-Financial Enablers of Entrepreneurship: An Exploratory Study among Self-Help Group (SHG) Linked “Kishore” Category Women Micro-Entrepreneurs

Pavani Prabha Tanaji<sup>1</sup>, Swati Alok<sup>1</sup>, Rishi Kumar<sup>1</sup>

<sup>1</sup>Birla Institute of Technology and Science, Pilani, Hyderabad

### Abstract:

This paper aims to encapsulate the non-financial enablers that lead to microcredit women entrepreneurs' success and also to investigate how these enablers lead to success. For this, the study targeted SHG-linked microcredit women entrepreneurs who successfully paid their first loan (“Shishu”) and are availing the second loan for business expansion (“Kishore”). A total of 30 entrepreneurs were interviewed and their text responses were content analyzed using NVIVO-12 software. Business-Know-How, Personal competencies, and family support were identified as major enablers leading to success through positive spillover of family-domain experience on business, thus supporting family-business interface theory. Unlike previous studies where the family was considered the biggest challenge, this study indicated it as the critical enabler of success, including its support in each stage of the business cycle thereby suggesting drastic societal change towards gender parity. The implications and future scope for empirical research are presented at the end.

### Keywords:

Micro women entrepreneurs, Self Help Groups (SHG), Microcredit, Kishore category, Family Business Interface

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## Are MSMEs More Efficient Than Large Industries: Evidence from India

Chetan Chitre<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Amritsar

### **Abstract:**

We look at the differential change in total factor productivity among the micro, small, medium and large industries in India during the period 2011-12 to 2018-19. From 2014 onwards the government has introduced a series of measures to encourage MSMEs. Our study finds that during the post 2014 period, productivity among MSMEs has increased, though we do not intend to make any causal claims. The data from Annual Survey of Industries is used. We use the Data Envelopment Analysis and the Malmquist approach to measure change in total factor productivity.

### **Keywords:**

MSME, DEA, Total factor productivity



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## All in the family: Implications of CEO succession choices in family firms

Subhadeep Datta<sup>1</sup> and Sourjo Mukherjee<sup>2</sup>

<sup>1</sup> NEOMA Business School, France

<sup>2</sup> BITS Pilani, Dubai Campus, UAE

### Abstract:

This paper examines the implications of different CEO succession choices in family firms. CEO succession is a critical issue for family firms as lack of proper succession planning has been found to be one of the key reasons for the high mortality rate of such firms. We use an experiment-based approach to test the impact of different CEO succession choices (internal vs. external) on consumer's evaluation of family firms, and identify the mechanisms through which such consumer perceptions are formed. We find that appointing an internal CEO leads to higher perception of firm capability, trust towards the firm, and more favorable consumer attitudes, all of which, in turn, lead to higher purchase intentions towards the firm's products. External CEOs do not seem to have any de-facto advantage regarding perceptions of CEO capability.

### Keywords:

Family firms, CEO succession, Small and medium enterprises, Consumer perception, Experimental method

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## Entrepreneurship and Small Business Management When There Is a Woman Entrepreneur, Then There Is a Whatsapp: An Insight into the Work-From-Whatsapp (WFW) Model Embraced by the Emerging, Urban, Digital Women Micropreneurs

Hetal Thaker<sup>1</sup> and Veena Vohra<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract:

This qualitative study is done in the context of women entrepreneurs from Mumbai who adopted WhatsApp as their key digital platform for prospecting and selling during the pandemic. By adopting WhatsApp as their primary digital platform for selling, these women entrepreneurs were not only able to sustain, but also thrive, during the pandemic across the lockdowns. While digital women entrepreneurs have been known to successfully leveraging on social media for marketing their business, this study will specifically focus on the use of WhatsApp for selling. The study has shown encouraging responses from these women entrepreneurs who strongly believe that WhatsApp has been a huge enabler for their small businesses.

### Keywords:

Digital trends, Social media, WhatsApp, Women entrepreneurs, Digital economy

# **An Investigation of the Relationship among the Public Healthcare Service Quality, Patient Satisfaction and Behavioral Intention of In-Patients: Collective and Independent Structural Models for Urban and Rural India**

Hiren Patel<sup>1</sup> and Rupal Chaudhari<sup>1</sup>

<sup>1</sup>S. R. Luthra Institute of Management, Surat

## **Abstract:**

In a competitive world, the customer satisfaction is an essential trait for the success of the business even for the public sector organization. The present study is an effort to measure and investigate the relationship among the service quality, patients' satisfaction, and behavioural intention for the public healthcare facilities from India. The data was collected from urban and rural public healthcare facilities through structured questionnaire responded by In-patients. The study reveals a positive relationship among service quality, patients' satisfaction and behavioural intention

## **Keywords :**

Behavioural Intention, Patients' satisfaction, Public Healthcare, Service Quality, Structural Equation Models

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## Focus on Social and Sustainability Goals: The Blurring Line between a Commercial Enterprise and a for-Profit Social Enterprise

Sanjeev Pathak<sup>1</sup>, Arun Kumar Tripathy<sup>1</sup> and Abinash Panda<sup>1</sup>

<sup>1</sup>Management Development Institute, Gurugram

### Abstract:

The Institutional theory is used to define the existence of an enterprise and it states that the legitimacy of an enterprise comes from serving the societal need. Resource-based view theory is used to explain the economic value creation by a commercial enterprise. For-Profit Social Enterprise creates both social and economic value and use economic value to have financial self-sufficiency. On one hand the commercial enterprises are increasing attention on social and sustainability goals and on the other hand for-profit social enterprises (FPSE) are increasing focus on economic value creation, therefore we argue that the line between the commercial enterprise and for-profit social enterprises is blurring. We find a strong theoretical support from Institutional theory and Resource-based view theory to provide explanation for this emerging trend.

### Keywords:

For-Profit Social Enterprise, Commercial Enterprise, Corporate Social Responsibility, Social Goal, Economic Goal

## Transactional Cost Economising or Embeddedness of Labour Organising in Small Firms: What explains an implicit Governance?

Venkatesh Murthy<sup>1</sup> and Jaganth G<sup>2</sup>

<sup>1</sup>Indian Institute of Technology, Jodhpur

<sup>2</sup>Tamil Nadu State Planning Commission

### Abstract:

The study attempted to understand Transactional Cost Economising (TCE) of labour organising in small firms. By deploying the grounded theory approach, we conducted in-depth interviews with leather small firm entrepreneurs and labourers. The data analysis revealed an intricate limitation of TCE way of organising (i.e., spot market) labour in small firms. In contrast to TCE's argument that firms devised labour governance under high human specificity and non-separable work situations, the study showed a subtle and intangible form of labour organising governance being practised in small firms despite the low human asset specificity and separable work circumstances under specific circumstances (e.g., non-availability of local workforce). The small firm governance emanated from social reciprocal embeddedness carved by labour and entrepreneur indicating a low-level atomistic behaviour from both parties. While the study contributes to our critical understanding of institutional economics, particularly transactional cost economics, it appraises the substantive theory of social embeddedness by articulating on first and second-order paradoxes ([1] over-embeddedness and [2] choice of value capture), and their limitations in an entrepreneur-labour dichotomy.

### Keywords:

Transactional Cost Economising, Social Embeddedness, Small Firms, Human Asset Specificity.

## **Femprenurship through Digital Platforms: From 'Glass Ceiling' to 'Labyrinth Grooves'**

Abhyudaya Anand Mishra<sup>1</sup> and Mridul Maheshwari<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Kashipur

### **Abstract:**

The traditional picture of an entrepreneur is changing in the face of technology and women are increasingly coming up to navigate the archetypal career trajectory as an entrepreneur. While several studies independently explore digital entrepreneurship and female entrepreneurship, there remains a dearth of studies that appraise the intersection of the two domains. We, therefore, fill this gap by examining through extensive review of literature the barriers that these women entrepreneurs face while cruising through their careers and further evaluating through immersive qualitative study how platform entrepreneurship helps them cover the distance between their own class and structural constraints. Using the lens of cyberfeminism, we find that the situation on ground is beyond binary notions surrounding gender and online spaces. Our contribution lies in pushing the boundaries of cyberfeminism to female entrepreneurship and bringing out empirical evidence of the power of platforms which helps pink the sky of entrepreneurial careers. In doing so, the study is one of the firsts to map 'glass ceilings' to 'labyrinth grooves' in the context of female entrepreneurship.

### **Keywords:**

Female Entrepreneurship, Digital Platforms, Cyberfeminism

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## Chief Financial Officer and Earnings Management in Family Firms

Atul Karwasara<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

In family firms (FF), the position of Chief financial officer (CFO) is often the first filled by a non-family member. However, the role of the CFO in FF is not well understood. In this study, we formulate a theory about the role of the CFO in earnings management in FF. Calling upon social exchange theory, we hypothesize that the long tenure of the CFO is negatively related to earnings management. Using social identity theory, we hypothesize that CFO caste similarity with family owners is negatively related to earnings management. We argue that these relationships are contingent on the CFO's last year of tenure, such that earnings management increases in the last year of the CFO's tenure. We tested our theoretical model using panel data of the large listed Indian FFs in the NSE 500 index from 2005-2020. Implications and directions for future research are discussed.

**Keywords:** Chief financial officer, Social-exchange theory, Social identity theory, Family firm, Caste, Corporate governance

## **Track 7: Environmental, Social, and Governance Compliance**

### **Trackchairs:**

Dr. Nagaraj Sivasubramaniam (Duquesne University)

Dr. Meena Galliara (SBM-NMIMS, Mumbai)



## Impact of COVID-19 on the Say on Pay Movement, Case of Indian Promoter-Owned and Managed Public Listed Companies

Biju Varkkey<sup>1</sup> and Virangi Shah<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

Shareholders around the world, push back company boards from overpaying top executives by exercising their right to vote on remuneration related resolutions (Say on Pay). Although Say on Pay (SoP) is an emerging concept for India, we observed a surprising wave of SoP movement during the financial year (FY) 2020-21, immediately after the covid-19 pandemic. Thus, in the wake of the COVID-19 pandemic, we explore the factors that shaped the SoP movements during FY 20-21. Secondary published data, of nine promoter-owned and managed Indian public listed companies, were analysed using the convergent parallel mixed method design.

We had to use limited data sets, the study is an early contribution to identifying patterns of SoP movement. We propose a framework explaining different approaches to the SoP movement and its implications. We expect the framework will help to further the theorization of SoP movements.

### Keywords:

Say on Pay movement, Promoter-owned and managed public listed companies, managerial remuneration, proxy advisory firms, shareholder activism.

## Assessment of Incurred Expenses for Corporate Social Responsibility (CSR) and the Scope of Individual Social Responsibility (ISR) in India

Cma Mrudula Risbud<sup>1</sup>, Dr. Supriya Lakhangaonkar<sup>1</sup> and Dr. Omvir Gautam<sup>1</sup>

<sup>1</sup>Vishwakarma University, Pune

### Abstract:

Corporate social responsibility (CSR) is now widely acceptable term. It is setting new benchmarks for betterment of business world. In this research paper, an attempt has been made to understand the CSR culture in the India and more specifically the patterns of the CSR spending across the states and sectors are analyzed. The secondary data is sourced from the National Corporate Social Responsibility Data Portal - an initiative by Ministry of Corporate Affairs, Government of India. The researchers have observed that there is a sector wise and state wise disparity in terms of the CSR spending. This observation was a primary motivation behind understanding the quantum of the probable capacity of Indians to weigh the concept of the Individual Social Responsibility (ISR). The capacity of Indian individuals to adapt and support ISR culture is evaluated with the help of analysis of the income tax payers in India. The paper concludes by acknowledging the need to conduct comparative analysis of the tax liability of individual vs Corporates and to develop a rewarding system for the individuals undertaking the ISR.

### Keywords:

Corporate Social Responsibility (CSR), Individual Social Responsibility (ISR), Direct Tax, CSR spending, Sector

## Role of Ownership Structure in Maintaining Sustainability Disclosures and Practices: Review and Analysis

Sanjana Bhakar<sup>1</sup>, Priti Sharma<sup>1</sup>, and Sanjiv Kumar<sup>1</sup>

<sup>1</sup>Maharshi Dayanand University

### Abstract:

The corporate governance model of an economy has its importance in shaping the growth of any nation. Ownership structure emerged as the most effective mechanism of corporate governance that enhances firm performance. With the emergence of Covid-19, majority of economies were collapsed down, evidence can be seen in the USA, UK, China, etc. owners of a company played a key role in maintaining sustainable practices. This paper is an attempt to review the relative effectiveness of various types of ownership in building and maintaining sustainable business practices and disclosures by using relevant databases like Scopus, Emerald etc. for a clear understanding of the recent trends and practices considering sustainability issues. Ownership structure found to impact sustainability reporting practices. Controlling owners have considerable powers in taking final decisions associated to sustainability disclosures. It is observed that more profitable companies inclined on publishing sustainability reports to disclose their success in stock market.

### Keywords:

Ownership Structure, Sustainable practices, Institutional investors, Family firms, Performance

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## Changing landscape of India's non-profit sector: Future challenges and opportunities for Human Resource Management

Mohammad Salman<sup>1</sup>

<sup>1</sup>Sharda School of Business Studies, Sharda University

### Abstract:

The article presents a synoptic view of the changing landscape of India's nonprofit sector, covering the spectrum from the pre-independence era to the current regime and discussing HRM's position at each critical juncture. Further, it elucidates the future opportunities and challenges for HRM in facilitating this sector in achieving the broader SDG 2030. Our study demonstrates that the sector has evidenced various significant changes in the regulatory and non-regulatory environment in the last few decades that have influenced the nonprofit organization's basic structure and its role in society. Besides, the recent Covid-19 pandemic and other external changes have brought complexities for nonprofit organizations regarding capacity building, leadership, NPO-business partnership, NPO-government partnership, scaling-up of programs, impact evaluation, transparency and accountability, fundraising and CSR-based projects. The increasing size and complexity of nonprofit organizations indicate the need of a new set of employee competencies to achieve the objectives of this sector. In short, we argue that human resource development is crucial in the social sector to facilitate the achievement of sustainable development goals (SDG) 2030.

### Keywords:

Non-profit organization, Sustainable Development Goal, HRM and Social sector

## Platform Business Models: A Stakeholder View

Gaurav G B<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Bangalore

### Abstract:

Platform business models are entering various sectors of the economy such as taxi services, food delivery, house cleaning services. Past research has not been conclusive in ascertaining the impact of platforms on overall value creation since the positive as well as negative impacts have been well established. In this study, we explore if the value creation process of platform models is in alignment with the tenets of stakeholder theory. Borrowing from business models for sustainability literature, we map out various stakeholders of platform business models and the relationships of platforms with the identified stakeholders. Our study utilizes the context of delivery agents of food delivery platforms and drivers of ride-hailing platforms and the relationship of these platforms with the independent service providers. Our finding is that platform business models are not in alignment with the principles of stakeholder theory.

### Keywords:

Platforms, Stakeholder theory, Business Models and Business Models for sustainability

## CSR in Business Groups: Changing nature of legitimacy

Pramendra Singh Tank<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

Business groups play an important role in emerging economies because of institutional voids. One way business groups contribute to emerging economies is via CSR expenditures. In this paper, I look at the response of business group-affiliated firms to institutional pressure. I use the Companies Act of India to understand the response of Business group-affiliated firms to institutional pressure and find that there is heterogeneity in the response of Business groups with and without institutional pressure. I use Institutional theory and business groups' political relatedness to explain the heterogeneity in response.

### Keywords:

CSR, Business groups, Legitimacy, Institutional Theory

## Sustainable Development in Higher Education: Evidence from India

Samudra Sen<sup>1</sup>

<sup>1</sup>RV University

### Abstract:

Sustainable Development (SD) initiatives have been taken up by organisations such as the UN to support corporates and Higher Educational Institutes (HEIs) in adopting SD practices. However, SD initiatives have failed to spread far and wide. To understand this context better, this paper quantitatively determines the growth and outreach of a few SD initiatives across the world, with focus on India. The findings are startling. Not only the growth of SD initiatives has stifled, but most regions of the world are still uncharted territory for them. Further, our paper attempts to understand in the context of SD, the dynamics between top-tier HEIs and other HEIs which are their mentees or follow top-tier HEIs as role models. We also develop a conceptual framework of such dynamics regarding SD. Using content analysis of public documents of top-tier HEIs in India, this paper finds out the focus of the top-tier HEIs in the context of SD and how this affects the outreach efforts of SD initiatives and contributes to its growth. Our research reveals that though top-tier HEIs are involved in SD activities substantially, they do not publicise their SD activities nor are members of any SD initiative. Perhaps this low focus and non-publicity of SD activities acts as a barrier for other HEIs which, following top HEIs, do not give importance to SD initiatives. This paper contributes to the understanding of growth of SD initiatives and puts forth a model regarding the barriers to the adoption of SD in higher education.

### Keywords:

Sustainable Development, Sustainability, Higher Education, UN PRME, Sustainable Development Goals, IIT, IIM

## Smart Beta meets ESG investing: Evidence from India

Ved Beloskar<sup>1</sup> and S. V. D. Nageswara Rao<sup>1</sup>

<sup>1</sup>Indian institute of technology, Bombay,

<sup>2</sup>NMIMS Deemed to be University

### Abstract:

Socially Responsible Investing (SRI), which incorporates non-financial factors, has recently attracted much interest from investors, academia, and the popular press. Factor investing has also emerged as an innovative way of earning alpha through exposure to factor risks. While ESG and factor investing are novel to the Indian markets, there is a massive potential for their co-existence. Our study examines whether overlaying the smart beta factors on the ESG portfolios improves the ESG portfolio's investment performance and affects its diversification in India. We find that exploiting ESG information and smart beta factors simultaneously delivers strong outperformance over the standard quality factor. Integration of the quality or the low volatility factor with ESG information improves the performance of the stand-alone ESG portfolios. Such outperformance is more pronounced during crisis periods. However, investors must be mindful of the additional risk due to the loss of diversification. Integrating smart beta factors into ESG portfolios can help investors to achieve environmental and social welfare goals without sacrificing investment performance. The findings of our study are relevant to asset managers and index providers in emerging markets to create innovative financial products.

### Keywords:

ESG integration, socially responsible investing, SRI, Smart beta, Factor investing



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# The Role of Entrepreneurs' Metacognition in Shaping Entrepreneurial Orientation and Action: A Step towards Sustainable Value Creation of Firm

Twinkle Arora<sup>1</sup>, Aarushi Singh<sup>1</sup>, Shilpa Jain<sup>1</sup>, Deepti Prakash<sup>1</sup>  
<sup>1</sup>Guru Gobind Singh Indraprastha University, Delhi

## Abstract:

The growing interest in sustainable ventures requires the transformation of the mindset of entrepreneurs to regulate their orientation and actions. The current study examines the relationship between entrepreneurs' metacognition, entrepreneurial orientation, entrepreneurial action, and value creation of their firm through PLS-Structural Equation Modelling. We collected data from 110 entrepreneurs working in Delhi NCR through a survey. The results from the statistical analysis determine that entrepreneurial metacognition plays an important role in regulating the entrepreneurial orientation, however, it is important to transform the idea into reality by taking required entrepreneurial actions as suggested by Action Regulation Theory (ART). Moreover, the findings affirm that actions by the entrepreneurs are creating value for their firm in terms of social, environmental and economic aspects which contributes towards sustainable ventures. This study contributes to the literature by broadening the scope of entrepreneurial metacognition concept to attain sustainability via entrepreneurial actions.

## Keywords:

Metacognition, Metacognitive Ability, Entrepreneurial Orientation, Value Creation, Sustainability, PLS-SEM

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## Narrative Discourse on Prescription Drugs in India during the COVID-19 Pandemic - An Exploratory Study Based on Twitter Data

Subramania Raju Rajasulochana<sup>1</sup> and Binesh Nair<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract:

Abuse of prescription drugs is a serious public health concern globally, which has increased significantly during COVID-19 pandemic. This working paper aims to examine the narrative discourse on prescription drugs for treating the COVID-19 in the popular microblogging site Twitter in India. We propose to analyze Twitter data from India spanning over a period of 20 months (from March 2020 to December 2021) using the General Framework for Social Media Research based on Big Data. The study findings would uncover how unverified information related to prescription drugs for treating the COVID-19 was promoted by credible sources and circulated across different parts of India during the COVID-19 pandemic and highlight the implications for health-related communication on prescription drugs in digital platforms.

### Keywords:

Governance, Health communication, Infodemic, Public Health Regulation

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## A Systematic Literature Review on Recent Trends in Sustainable Entrepreneurship Using Thematic Analysis

Ruchi Mishra<sup>1</sup> and Kiran K B<sup>1</sup>

<sup>1</sup>National Institute of Technology, Karnataka

### Abstract:

Entrepreneurship has been identified as a mechanism for the economic growth of a country. However, entrepreneurs exploit societal and environmental resources while generating economic benefits, making them liable to society and the environment. The primary concerns are today's ecological deterioration, the socioeconomic gap, and unequal access to opportunities and resources. Recent studies have emphasized sustainable entrepreneurship as a solution to minimize the adverse effects of environmental deterioration and social inequality. There is scholarly interest in sustainable entrepreneurship that has proliferated in recent years. However, there is still a lack of understanding of the phenomenon's nature and the future of sustainable entrepreneurship in theory and practice. Therefore, this systematic review paper aims to show how sustainable entrepreneurship has changed after the introduction of SDGs, focusing on recent research trends. This systematic literature review will ascertain the future directions for novel and senior researchers in the field of sustainable entrepreneurship.

### Keywords:

Sustainable Entrepreneurship, SDGs, Sustainable Development, Sustainable Entrepreneurial Ecosystem

# Climate Change Risk and Impacts on Indian Banks Financing Strategies- A Sustainable Risk Identification, Assessment and Mitigation Framework

Neha Roy<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies

## Abstract:

This study seeks to gauge the sectoral climate risk index for sustainable banking sector planning. The study assesses major climate risks and bank risks under the intercession zone, as well as diverse impact fronts such as physical, transitional, operational, market, and credit impacts and categorizes them according to push and pull indicators. In addition, an empirical climate risk index is computed to assess sustainability planning for various sectors and ensure sustainable planning. As the study establishes specific challenges of sectors in relation to climate change, mitigation efforts will most effectively optimize government/banks/sectoral investors' investments and reduce their costs. Twelve eminent sectors from India will be used to examine the impact of climate risk banks on credit, market, and operational issues. Using a literature review and a secondary survey of the affected parties, a classification of indicators will be developed. The climate risk index of the study area is calculated using fuzzy logic theory (FLT). The authors have proposed optimal mitigation measures based on expert opinion and literature review. Structured, sustainable bank planning, proposed in the study, can help society, the economy, save resources, and save banks and policymakers time and money. Furthermore, this will improve the socioeconomic status of customers and banks as well as extend the life of the banks. An innovative Climate risk index identifies a connection between sustainable banking sectoral planning and sustainability.

## Keywords:

Climate Risk Index, Climate Risk Indicators, Bank Risk Indicators, Push- Pull Impacts, Sustainable Planning

## ESG Investment and Sustainability Reporting: A Systematic Review for Future Research

Poornima S<sup>1</sup> and Gopalakrishna BV<sup>1</sup>

<sup>1</sup>National Institute Of Technology Karnataka

### Abstract:

Sustainable finance is an area of study that looks beyond the simple number of risk and return. It examines how investments affect ESG i.e., environment, society, and governance factors. ESG investing has become a significant issue for firms. Therefore, it is essential to carry out extensive research in this field to develop this area as an applied field of investment. This study carries a systematic review of the research works in the area of ESG and its disclosure, specifically in the Indian context, to determine future research agendas in India. The research criteria discovered 44 relevant research publications for review, and the paper finds a research gap in the existing literature that presents an opportunity for further investigation. The paper's research agenda may help researchers to define their research questions around the identified research gaps.

### Keywords:

Sustainability, ESG, CSR, Disclosure, Conventional Index

## Marketing of Renewable Energy: Emerging Themes and Their Directions using Interpretive Structural Modeling

Vaibhav Sharma<sup>1</sup>, Diptiman Banerji<sup>1</sup> and Victor Saha<sup>1</sup>

<sup>1</sup>Jindal Global Business School, O.P. Jindal Global University

### Abstract:

Today, the need for renewable energy is omnipresent as all the nations, including developed and developing economies, are struggling with environmental problems like 'greenhouse gas emissions', 'climate change', 'increase in carbon footprints' and 'global warming'. Businesses are also getting affected to reshape their models for implementing effective marketing strategies to increase and satisfy the demand for renewable energies. This business shift has catered to the attention of business scholars across the globe. Despite the surge in interest of business scholars the extent field appears to be fragmented and the factors leading to adoption of renewable energies at different levels are in their complex state. Therefore, our article sheds light on emerging themes using Keyword Analysis and integrates a model using Interpretive Structural Modeling (ISM) to structure the directions of the enablers of Renewable energies. Our study guides academicians and policy makers regarding the milestones upon which the field has embarked.

### Keywords:

Renewable Energy, Marketing, Keyword Analysis, Themes, ISM

## Implications of COVID-19 on education of children with multiple disabilities in India

Kalpana Tokas<sup>1</sup> and Tejas Supekar<sup>2</sup>

<sup>1</sup>School of Business Management, NMIMS, Mumbai

<sup>2</sup>Muskan Foundation, Mumbai

### Abstract:

Burdened with one of the highest infection numbers India resorted to a prolonged closure of schools for containment of the infection amidst children. Adequate scholarly attention was given to the understanding of adverse implications of closure of schools on the students, educators, and parents, across the globe. However, insights into the plight of one of the most vulnerable groups – children with multiple disabilities who continue to be excluded from the mainstream education system, remain scarce. This paper adopts a qualitative approach to unearth the disruptions in learning experienced by children with multiple disabilities and vision impairment and their parents, special educators as well as therapists during the course of the pandemic in India. Further, we explore the response elicited from the government as well as the NGOs dedicated to this cause. We conclude though providing recommendations based on the findings to support this section of the population during such troubled times.

### Keywords:

COVID-19, India, Disabilities

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## **CSR, not a substitute for ESG: Examining the accepted linked relationship between CSR (Corporate Social Responsibility) and ESG (Economic, Social and Governance) in emerging economy context: How both are read in same line but is not from same chapter?**

Rahul Kumar<sup>1</sup>, Shreeya Shukla<sup>2</sup>

<sup>1</sup>Indian Institute of Management, Ranchi

<sup>2</sup>Independent Author

### **Abstract:**

ESG has suddenly found to be in the dictionary of researchers, investors, shareholders and stakeholders alike. While ESG research and ESG funds has found its way into the terminology and Indian context since the inception of BRR (Business Responsibility Report) by SEBI in 2012, CSR research has not been ignored either. Unlike developed economies where the line blurs between CSR and ESG; emerging economies such as India, CSR has been understood and recognized by law differently. Extant literature argues that CSR and ESG has close ties linked and CSR activities indicate a better ESG practices in the firm. Author on other hand argues against it in emerging economies context and relies on stakeholder theory. The study examines Nifty 200 Index of NSE and observe relation between CSR absolute and percentage expenditure to ESG Score and ESG Industry Score. An Ordinary Least Square regression statistical technique was used for the purpose of the study which yielded and proved the hypothesis that CSR expenditure do not indicate any direct relation to ESG and Industry Score. This is unique in an emerging economy (India) context and has been tried to be explained via stakeholder theory. Further research is needed with different set of control variable and a panel study with firms from developed economies.

### **Keywords:**

CSR vs ESG, Industry Score, CSR Expenditure, ESG Rating, Emerging Economy



## **Navigating through an identity crisis: A Case Study on ESG re-orientation of Coal India Limited**

Varsha Singh<sup>1</sup> and Ravishankar Venkata Kommu<sup>1</sup>

<sup>1</sup>Indian Institute of Management Amritsar

### **Abstract:**

Coal India Limited (CIL) is the largest coal producer of India. CIL is the top public sector enterprise in terms of its total coal production with the prestigious status of „Maharatna“. This entails the duty of acting in the best interest of public, planet and profit. In addition to coal production, the company's mission is to improve the quality of life in the economy by implementing policies that benefit and improve the community, society and environmental conditions. Principles such as upholding the highest ethical standards in conduct of business and 'attaining environmentally & socially sustainable growth through best practices from mine to market' reflect CIL's commitment to achieving its societal, environmental and economic goals. As a part of the company's broader commitment to society as a public sector enterprise, it pursues a wide variety of ESG-related initiatives and activities. ESG principles are also at the core of CIL's vision. This paper attempts to examine the ESG status of the organization as well as to study the implementation of CIL's ESG initiatives across several functions of the organization, thereby triggering introspection within the organization on the issues of organizational identity, and raising questions on the foundations of ESG as a set of ideals.

### **Keywords:**

Environmental Social and Governance Compliance, ESG, Finance, CSR and Ethics

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## Effect of Mandatory CSR compliance on firms' Cost of Debt in India

Naina Duggal<sup>1</sup> and Tara Shankar<sup>1</sup>

<sup>1</sup>Indian Institute of Technology, Bombay

### Abstract:

In this study, we examine the impact of mandatory CSR compliance on the cost of debt of firms in India. We used a sample of 1500 listed firms from 2015 to 2019 and using the concept of regulatory risk, we found out that firms complying with mandatory CSR had a lower cost of debt and the effect is weaker for family firms. Further, given the operating performance risk of firms, compliance reduces their cost of debt and thus, hedges the operating risk. Our results are consistent under various robustness checks.

### Keywords:

CSR compliance, Cost of debt, Regulatory risk, Family firms, Operating performance risk

## Conceptual Framework for Digitalization of NPO in Pursuit of Sustainable Development

Gagan Deep Sharma<sup>1</sup>, Dhairya Dev<sup>1</sup>, and Jaya Singh Parihar<sup>2</sup>

<sup>1</sup>University School of Management Studies Guru Gobind Singh Indraprastha University

<sup>2</sup>Center for Disaster Management Studies

### Abstract:

NPOs (Non-Profit Organisations) are crucial to the expansion of our economy.

Digitalization of the NPO sector will aid in sustainable development as well as economic growth. A rigorous and unbiased examination of 294 peer-reviewed journal articles spanning the past 30 years offers information about NPOs. Using the Bibliometrix R-tool software, this study undertakes an integrative evaluation of the literature produced from the WOS database on the digitalization of NPO. We note that most of the study concentrates on issues that span many disciplines, such as performance, management, governance, incentives, etc. To highlight research hotspots and emerging patterns, we also give the conceptual framework generated from in-depth literature analysis as well as the interlinkage of subthemes and themes. The future advancement of NPOs will depend heavily on issues like innovation and governance.

### Keywords:

Digitalization, NPOs, ESG, Sustainable Development, Innovation, Governance

## Community participation: A windfall for corporate social responsibility implementation in developing countries

Anup Raj<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies

### Abstract:

'Community participation' in corporate social responsibility implementation is increasingly becoming challenging because of the growing self-interest of firms. However, community participation remains critical for effective and sustainable CSR program implementation. It has been ascertained that barriers during CSR implementation can be attenuated to a large extent if the community actively participates during the CSR implementation process. This empirical paper explores how community participation can be effectively manifested during CSR implementation in developing countries. The study uses thematic analysis of twenty-eight interviews of practicing managers in India. Using empirical data the study conceptualises a four-step CSR implementation framework from the community participation perspective. In the process, the paper also identifies barriers during CSR implementation that can be partially mitigated using the proposed framework. We argue that a bottom-up approach through community participation may be the way forward for effective CSR implementation in developing countries.

### Keywords:

Corporate social responsibility, Community participation, Stakeholder theory, Developing countries

## Identification and evaluation of environmental sustainability practices in the healthcare sector: A combined decision approach

Nazish Rahat<sup>1</sup> and Saboohi Nasim<sup>1</sup>

<sup>1</sup>Aligarh Muslim University

### Abstract:

Sustainable healthcare implies delivering affordable, high-quality medical care while minimizing environmental impact, which is crucial in a society recovering from a debilitating pandemic. Environmental sustainability practices are becoming more widespread in the healthcare sector as it strives to enrich 'green' and eco-friendliness while reducing waste in processes to save costs. This research study aims to identify the criteria contributing to improved environmental sustainability performance in hospitals. To analyze the criteria for environmental sustainability practices identified from the literature, the current study applied a combined approach based on multi-criteria decision-making methods - the Decision-Making Trial and Evaluation Laboratory (DEMATEL) method and the Analytical Hierarchy Process (AHP). Findings reveal waste management as a critical factor in implementing environmental sustainability practices. Understanding the factors contributing to improving healthcare services in terms of green performance will be beneficial to practitioners to confront and execute an operative framework that may facilitate eco-friendly practices in healthcare organizations.

### Keywords:

Sustainability, Environmental Sustainability Practices, Healthcare, Multi-Criteria Decision-Making Techniques, AHP, DEMATEL

## Can Jugaad be Responsible?

Subramaniam Ananthram<sup>1</sup> and Christopher Chan<sup>2</sup>

<sup>1</sup>Curtin University, Australia

<sup>2</sup>York University, Canada

### Abstract:

Indigenous forms of frugal innovation including jugaad from India are gaining academic interest. While studies have mainly focused on the positive attributes of jugaad including improvement in the lives of bottom of the pyramid (BOP) populations, adopting a more balanced approach to jugaad given its several negative attributes is critical. Utilizing paradox theory, we empirically assess qualitative data from eight Indian multinational corporations (MNCs). Our findings elucidate the paradoxical nature of jugaad, which challenge the MNCs to adopt a balanced approach which encourage responsible jugaad principles/practices, policies, strategies and products that are aligned with the responsible innovation dimensions of anticipation, reflexivity, inclusion and responsiveness. Our findings extend paradox theory as we proffer a theoretical model of responsible jugaad.

### Keywords:

Jugaad, Frugal innovation, Responsible innovation, Paradox theory, India

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## Contestation of Social Responsibility of Business Organizations and Perspectives of the Marginals

Poonam Barhoi<sup>1</sup>

<sup>1</sup>Indian Institute of Management Indore

### Abstract:

The social responsibility of business organizations received considerable attention from researchers in the past. However, in most of the narratives of social responsibility, the business case viewpoint of organizations- either organizational performance or organizational goodwill has been the central theme of discussion. This paper aims to critically examine the narrative of social responsibility of business organizations by considering the missing perspectives of marginals. With a review of the extant literature on social responsibility, the paper tries to bring different narratives of contestation of social responsibility, which can be seen into three broad themes as- criticism of business case perspective, legitimation of power inequality, and alternative narratives on CSR. The paper proposes a framework which explains the exclusion of marginals in the social responsibility discourse and raises a few questions to explore in the future.

### Keywords:

CSR, Contestation of CSR, Social Responsibility of Business

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## Institutional Voids and Social Organizations in India

Priya Tewary<sup>1</sup>

<sup>1</sup>Indian Institute of Management Ahmedabad

### **Abstract:**

This paper uses qualitative comparative case analysis to understand institutional voids faced by social organizations in India and the strategies adopted to mitigate these voids. We have taken two cases: a socially responsible business and social enterprise, and looked at five different categories of institutional voids proposed by Khanna and Palepu(2005): social and political system, openness, product market, labour market and capital market. This study is different from past research on institutional voids because they have been written in the context of purely commercial businesses. We have used paradox theory to understand the different contexts of social organizations. This paper observes two interesting phenomena that can set avenues for future research. First, the paradoxical element in mitigating institutional void: the socioeconomic tensions generated by institutional voids, were dealt with by harnessing the paradoxes; Second: the temporal element in mitigating institutional voids: voids faced during the initial stage of the startup, is dealt with by converting them into entrepreneurial opportunity.

### **Keywords:**

Institutional Voids, Social entrepreneurship, Social Organization



## Can representation of third gender in advertisements change the mindset of transphobic people?

Mitasha Bhattacharya<sup>1</sup>

<sup>1</sup>Institute of Management Technology, Ghaziabad

### Abstract:

Like any other country, Indian advertisements have mainly portrayed only two genders for a very long time – men and women. In a country having a three million population of the third gender (specifically transgender), how many public communications do we see representing them? How many brands do we find include the other gender in their communications? Only in the last decade have we seen a few brands who started representing the third gender in their ad campaigns. Some of these brands are Vicks, Brook Bond Red Label, Urban Clap, etc. These brands have tried to portray the minority group positively and have made an effort to make the audience accept them as a part of our community. This paper attempts to find out how people perceive advertisements where transgender people have been featured. Do they help people overcome transphobia (showing hatred and disgust toward transgender people)? Do they have a positive attitude toward the brand?

### Keywords:

Third gender, Transphobia, Gender roles, Advertisement, Attitude

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## Sustainability Index: An Approach Towards Sustainability Score For Indian Corporations

Shabnam Viridi<sup>1</sup> and Muskaan Viridi<sup>1</sup>

<sup>1</sup>Indian institute of Management, Lucknow

### Abstract:

The expectation is on the rise from the stakeholders' side to behave in a manner that is considered socially responsible. As the research is progressing into the field of Corporate Social responsibility (CSR), it has been established in the literature with sufficient support that CSR performance plays a crucial role in the financial performance domain of the company and that these two aspects are no longer independent as earlier was considered due to ignorance. Because of CSR performance's rising importance, its measurement has been extensively debated. Where developed nations have well-established CSR Indexes to measure the CSR performance of corporations, countries like India are still to get one. This article proposes a sustainability score based on four dimensions: Environmental, Social, Governance, and Reporting. A comprehensive yet simple method has been prescribed and demonstrated on 30 BSE-listed corporations.

### Keywords:

CSR Score, CSR Index, ESG performance, CSR Governance, CSR Reporting

## Establishing a rural adolescent mentoring programme: A case of Parivartan

Upasna A Agarwal<sup>1</sup>, Nikhil K Mehta<sup>1</sup>, Vivekananda B Khanapuri<sup>1</sup>, and Priyanka Mane<sup>1</sup>  
<sup>1</sup>national Institute of Industrial Engineering, Mumbai

### Abstract:

This article describes an exploratory single case study of the Parivartan programme and our contribution to applying new education policy and transforming rural education in India. This study narrates our journey of creating the mentorship programme and how the authors encountered various challenges during this journey through an exploratory case study. Our objective was to support rural adolescent individuals to develop their personalities, enhance life skills and learn basic human values and skills. The key objective of the mentorship programme was to help adolescent children develop their core life skills. We presented both the organizational development and functionality aspects of the undertaken project. The training session explored KASH theoretical framework for Positive youth development. Despite COVID-19 restrictions, the project successfully yielded 2450 sessions (of 90 minutes each), training 35 proteges over two years.

### Keywords:

youth mentoring, adolescent training, new education policy 2020 and rural development

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## A Bibliometric Review of Ethics and Ethics-Related Issues in the Construction Industry

Aritra Halder<sup>1</sup> and Sachin Batra<sup>1</sup>

<sup>1</sup>NICMAR University, Pune

### Abstract

The construction industry is an integral part of a nation's economic output. The industry is usually the top contributor to the gross domestic product in developing nations. Unfortunately, the construction industry is also notorious for rampant unethical practices, corruption, and resultant loss of productivity. Hence lately, research on ethics in construction has gained momentum. This paper attempts to conduct a state-of-the-art review of the major papers written in the domain of ethics in construction using various bibliometric analysis tools. The study identified the most influential knowledge contributors to the research on ethics in construction. Through bibliographic coupling analysis, the study identified seven major areas of research in the field, namely “sustainable stakeholder management,” “ethical leadership,” “project success and ethics,” “collusion and ethical behaviour,” “corruption,” “practitioners' perspectives on ethics,” and “ethical code implementation.” Finally, it suggested possible future research areas on ethics in different levels of construction project governance.

### Keywords:

Ethics, Construction industry, Corruption, bibliometric analysis

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## Ecotourism towards sustainable development in post COVID-19 environment: A social network analysis

Shivam Sanjay Aneja<sup>1</sup> and Kali Charan Sabat<sup>1</sup>

<sup>1</sup>Alliance University

### Abstract:

This study's objective was to investigate the influence of Social Networks in promoting ecotourism in the post-COVID-19 era. The authors of this study employed a social network perspective to examine the connection between social networking and ecotourism using a meso-level perspective. According to the qualitative research done, it became clear that organisational social links could play an important role in fostering homophilic and heterophilic relationships. These network pressures are very dynamic and depending on numerous sets of elements, according to the study's findings. These characteristics include the frequency of social links, the sequence of interactions with social ties, and the prevalent social norms at the time of social tie contact. This research will contribute to a greater understanding of the role of social networking in the context of promoting and developing ecotourism. The study improved our understanding of social relationships and motivational elements in the social networking environment. Future research could examine the global ecotourism levels of a varied group of people with multiple restrictions. This research study had practical consequences for tourism and hospitality industry managers. The research found that regular homophilic social relationships are more beneficial than interactions that begin with heterophilic ties.

### Keywords:

Sustainability, social network analysis, social ties, graph theory, eco tourism, post COVID-19 pandemic, destination, institutional theory, interaction and diary study

## **Business Responsibility Report Assessment and Sustainability: An Empirical Study in Indian Small Businesses Context**

Meheresh Masanpally<sup>1</sup> and Titas Bhattacharjee<sup>1</sup>

<sup>1</sup>Indian Institute of Technology Kharagpur, India

### **Abstract**

The challenges of sustainability require drastic efforts from every nation. Accordingly, the Government of India mandated “Business Responsibility Report” (BRR) for listed companies. Isomorphic to international standards, BRR should support quality reporting, aiding stakeholders in different decisions like investments, policy making. Firm size impacts sustainability practices. Small companies, contributing 29% of India's GDP, are hardly studied. Hence, understanding small businesses' responsibility, while transitioning to a new Business Responsibility and Sustainability Reporting (BRSR) from FY 2022-23 is important. In this study we devise a tool which assesses companies using BRR and then employing it, we assess small businesses' sustainability. Company websites are the sources of BRR data. BRR assessment tool is useful to any company, which communicates business responsibility. Assessment unravels the link between disclosure mandate and real ESG performance of small companies. Detailed results and implications relevant to companies and policy makers are also discussed.

### **Keywords:**

Business Responsibility Report, Sustainability, Small companies Assessment.

## Track 8: Future of Work

### Trackchairs:

Dr. Rupashree Baral (IIT Madras)

Dr. Amita Shivhare (SBM-NMIMS Mumbai)

## Work-from-anywhere and Strategic HRM: A qualitative study from the lens of Gen Z new hires

Happy Paul<sup>1</sup>, Nishant Singh<sup>2</sup>, Vijay Pereira<sup>3</sup>, and Umesh Bamel<sup>4</sup>

<sup>1</sup>Indian Institute of Management Visakhapatnam

<sup>2</sup>Bennett University, Greater Noida

<sup>3</sup>NEOMA Business School, REIMS, France

<sup>4</sup>International Management Institute, New Delhi

### Abstract:

The purpose of this paper is to shed light on motivations, apprehensions, and expectations of Generation Z new hires towards work from-anywhere (WFA) during their pre-employment period. The objectives are twofold: first, to present themes of key challenges as perceived by Gen Z new hires towards adopting WFA; second, to map these themes on the strategic HR practices to guide the required adaption for successful implementation and management of WFA. Using a qualitative design, data were collected through 20 semi-structured interviews with Gen Z new hires. The results present key motivations mapped to need hierarchy theory, numerous categories of key apprehensions clubbed into 16 themes which were further mapped to three broad categories of high-performance work system namely employee skills, employee motivations, and employee empowerment. The results extend the human resource management literature and provides insights on the directions in which adaptations are required in traditional strategic HR practices to successfully implement WFA.

### Keywords:

Work-From-Anywhere, Gen Z, Strategic HRM, Strategic HR Practices, New Hires, Remote working



## Understanding Careers in India: A Mixed Methods Approach

Ravishankar Venkata Kommu<sup>1</sup>

<sup>1</sup>Indian Institute of Management Amritsar

### Abstract:

Careers literature has expanded significantly over the last three decades. The construct of boundaryless careers kickstarted an elaborate debate on structure vs. agency, which drew from several other disciplines primarily sociology. There have been several calls from scholars to introduce methodological innovations to understand careers, in light of the structure vs. agency debate. In this paper we propose a study that uses a combination of optimal matching analysis and the occupational history calendar to understand careers in the Indian context. The paper also draws from current literature and proposes a few hypotheses that could be studied using the aforementioned method.

### Keywords:

Careers, Optimal Matching Analysis, Mixed Methods

## Effects of online training design and training environment on training transfer during covid 19

Dhruba Gautam<sup>1</sup>, Dinesh Basnet<sup>1</sup>, and Abhilasha Rayamajhi<sup>2</sup>

<sup>1</sup>Tribhuvan University

<sup>2</sup>Pokhara University

### Abstract:

This study aims to examine the effect of online training design and training environment on training transfer. Descriptive and causal research design has been used in this study. Exploratory factor analysis has found that exogenous and endogenous variables of this study are loaded in intended factors. Moreover, Confirmatory factor analysis showed that there is no issue of convergent and discriminant validity and the model is moderately fit. The structural model confirmed that the online training design is positively related to training transfer. However, the relationship between training environment and training transfer is not supported. This research suggested that service sector could strengthen training transfer through appropriate design of training. However, in developing country like Nepal, online training environment like internet connection, appropriate resources, and training platform like Zoom, Google classroom, and Microsoft Teams are not suitable for training transfer.

### Keywords:

Training Design, Training Environment, Training Transfer and Service Sector

## Sustainable work place – Pursuit of Future Work Space

Dr. Nimmi P. Mohandas<sup>1</sup> and Dr. Lishin Joshy<sup>1</sup>

<sup>1</sup>SCMS Cochin School of Business

### **Abstract:**

Technological, economic, and socio-demographic shifts create new demands for organizations. Manyika (2017) explains that new technology is now capable of learning and discovering patterns with important implications for jobs. In this study, we introduce a novel approach to mapping the themes identified from the reports created by freshmen and experienced employees on the future of work. The qualitative data the researchers collected, underwent a sentiment analysis using NVivo software. Later, manual text analysis was conducted with the help of MS Excel to identify the themes. This qualitative research study provides one of the first comparative studies of the future of work on five different themes. The findings highlight both benefits and drawbacks of the future of work and advance a series of aspects for improving working conditions on digital labor platforms. This report analyses the factors that will determine the pace and extent of workplace changes.

### **Keywords:**

Future of Work, Careers, Work Space, Leadership and Sustainability

## **Wading through the New Normal: A discourse analysis of redefined workplace norms**

Abhipsa Dash Bhatt<sup>1</sup> and Pavni Kaushiva<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

### **Abstract:**

Drawing upon Acker's gendered theory, this study presents the subtle processes shaping workplace norms in the seemingly new normal. While organizations have been experimenting with multiple workplace scenarios ranging from “work from home” to “hybrid workplaces” under the backdrop of the global pandemic, it is imperative to identify their representation in the mass media. Media is an influential instrument in creating potent perceptions of social conditions. A discourse analysis of relevant stories from the Times of India and the Hindu was conducted. It helps to uncover the power dynamics in society which gets translated to hindrances in the career growth of women professionals. This research identifies societal expectations as key discursive apparatus that places the burden of domestic work on women. Moreover, men who contribute or even intend to contribute to household chores are projected as progressive. Therefore, this work offers comprehensive insights into the nuances of evolving gender relations.

### **Keywords:**

Discourse, Media, New Normal, Working Professional, Acker and Pandemic

## An empirical study of the impact of organizational, social, and psychological factors on the Performance of employees

Krishna Kumar Singh<sup>1</sup>, Charvi Vats<sup>1</sup>, and M. P. Sing<sup>2</sup>

<sup>1</sup>Symbiosis Centre for Information Technology, Pune , <sup>2</sup>Graphic Era University, Dehradun

### Abstract:

Human Resource is the most valuable asset for any organization that drives the firm's overall growth. Hence, performance evaluation becomes essential to ensure that the right talent has been allocated to the right job at the right time. HR (Human Resource) analytics plays an essential role in performance evaluation. While evaluating Performance, most organizations consider only organizational factors and overlook the social and psychological factors. This paper attempts to study the impact of organizational, social, and psychological factors on employees' Performance by using data mining and machine tools for intelligent automated decisions. The machine learning models are developed using the employees' databases via which predictions of employees' Performance are being made. This study provides a forecasting model for employee performance that allows human resource professionals to forecast employee performance and emphasize human capability criteria to improve the quality of life and human capital's performance appraisal process. The study helps optimize HRM in organizations for the betterment in the long run.

### Keywords:

Data Mining, Machine Learning, Human Resource Management (HRM), K Nearest Neighbour, Logistic Regression, Random Forest.

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## Crafting a sustainable career: A conservation of resources approach

Surendra Babu Talluri<sup>1</sup> and Nishant Uppal<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

### Abstract:

The sustainable careers literature has been thriving in recent years, led by diverse conceptualizations and empirical investigations. We adopt a person-centered approach to investigate how individual factors of working professionals contribute to achieving career sustainability. We draw on the conservation of resources (COR) theory to propose that personal resources (e.g., career competencies) and organizational resources (e.g., organizational career management practices) jointly influence career sustainability by promoting proactive career behaviors. We collected two-wave data from a sample of 414 full-time working professionals employed in different organizations in India. The results suggest that career competencies positively impact career sustainability. This relationship manifests through proactive career behaviors. Further, these relationships become stronger with the support of organizational career management practices. The current study findings contribute to the sustainable careers literature by enhancing our understanding of how personal and organizational resources contribute to crafting a sustainable career.

### Keywords:

Career competencies, Proactive career behaviours, Organizational career management practices, Career sustainability

## Impact of Work-Family Policies on Employee Experience: Mediating Role of Employee Satisfaction

Kedarnath Thakur<sup>1</sup>, Shubhanshi Singh<sup>1</sup>, Abhishek Shukla<sup>1</sup>, Jyoti Varshney<sup>1</sup>  
<sup>1</sup>XLRI Jamshedpur

### Abstract

One of the most characteristic features of remote and hybrid working is the increasing interaction between work and family spheres, otherwise known as the work-family interface. Organizational policies play an important role in shaping the work-family interface to enable employees to navigate both these spheres productively and in tandem with each other.

This paper tries to build an understanding of different aspects of the work-family interface such as role conflict and role balance and how they play a role in shaping an employee's satisfaction with his/her job outcomes as well as familial duties.

This paper intends to fill that gap and model the relationship between work-family interface aspects and employee experience through the mediating role of employee satisfaction. Organizational policies developed keeping this model in mind could be a step ahead in creating a positive employee experience in the new normal of hybrid working.

### Keywords

Employee Experience, Organizational Policy, Work-family integration, Employee satisfaction

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## Retrospection, Revival, Rebirth: Conceptualizing HRM in Gig Work

Vaishnavi Gautam<sup>1</sup>, Abhyudaya Anand Mishra<sup>1</sup>, and Mridul Maheshwari<sup>1</sup>

<sup>1</sup>Indian Institute of Management Kashipur

### Abstract:

The purpose of this research is to systematically synthesize the extant literature available at the interface of gig work and HRM and thereby advance knowledge while evaluating the relevance of HRM in this new but important work context. Our study undertakes a systematic review of literature (SLR) to integrate the scattered literature while considering papers published at any time. A total of 40 studies were reviewed in-depth, based on the inclusion/exclusion criteria, for a comprehensive understanding. The findings of our study suggest the need for a rethink in the current understanding of HRM in the context of gig work. Three major themes (i.e. Emanant, Refurbished, and Obsolete relevance) emerge when the relevance of HRM is evaluated in gig work. And, to the best of author's knowledge, this study is the first to systematize and review the relevance of HRM in gig work. Moreover, in an effort to examine the relevance of HRM in gig work, it uncovers the underlying issues and emerging trends along with suggestions for future research.

### Keywords:

HRM, gig economy, HR processes, HRM activities, relevance of HRM, gig work and gig worker



## Impact of Technology on Sustainable Careers: The Dark and The Bright Sides

Srumita Narzary<sup>1</sup> and Upam Makhecha<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Tiruchirappalli

### Abstract:

Existing literature on sustainable careers and technology shows that even though technological advances have merits, such as flexible work time and place, they also have career demerits. With Covid19 crisis, the role of technology surfaced as significant in many aspects of our life. This study aims to understand the impact of technology on sustainable careers' characteristics driven by the critical role technologies played in the pandemic-hit situation. Through a literature review of articles published on sustainable careers, career research, and studies explicitly focussing on technology and career, we intend to unfold the dark and bright sides of technology on sustainable careers.

### Keywords:

Careers, Sustainable careers and Technology

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## The mediating role of intrinsic motivation in the relationship between Psychosocial Support (PSS) and Work Performance, Work Life Integration and Knowledge sharing behaviours Among Dual Career Couples

Santhosh Manimegalai<sup>1</sup>, Lalitha Damodaran<sup>1</sup> and Anitha Thirunavukarasu<sup>1</sup>

<sup>1</sup>Shrimathi Devkunvar Nanalal Bhatt Vaishnav College for Women, Chennai

### Abstract:

In recent years, the survival of human lives has become challenging due to various natural disasters, man-made disasters, adversities, and a challenging work environment. Among these, a recent encounter of microorganisms, specifically the Coronavirus, has shook the countries to their core. The repercussions caused by this unprecedented event are irrevocable. The framework of chaos theory or butterfly effect supports the notion that every event has a long-term impact. This COVID catastrophe will apparently lead to cascading effects and thereby affect the socio-economic status of the people. Pay structure, social support, culture of the organization, etc. pave the way for the better progress of the organisation and the individual as proposed by various motivational theorists. Having said that, the need of the hour is to support the work force psychologically to enhance their work performance, ensuring work-life integration and exuding knowledge-sharing behaviours among dual-career couples in India. The role of dual career couples is unavoidable in developing countries like India to meet the growing demands of the family. The study has proposed a conceptual model that needs to be tested empirically

### Keywords:

Psycho social support (PSS), Work performance, Work Life Integration, Knowledge Sharing Behaviours (KSB), Locus of Control (LoC), Intrinsic Motivation (IM), Dual Career Couples, India.

## Work in the Platform Economy: A Systematic Literature Review

Raavi Masta<sup>1</sup> and Pavni Kaushiva<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

### Abstract:

With the increasing popularity of the gig economy encompassing freelancers, online platform workers, self-employed, on-call workers, and other temporary contractual workers all over the world, this study tries to review and integrate the growing literature on work in the platform economy. It tries to collate and identify broad literature strands and analyzes the same. The findings are presented by clustering them into individual and macro-level antecedents as well as consequences. It helps in gaining an understanding of why people enter the gig economy and what they face once a part of the “gig force”. The need for flexibility, autonomy, and opportunities to supplement primary income led people to join the platform economy and favourable conditions like easy-to-use platforms and availability of internet helps the same. Being managed by algorithms, gig workers face anxiety, emotional tensions, create a new identity for themselves as well as a sense of community by collectively sharing information to help each other.

### Keywords:

Gig Economy, Platform Economy, New World of Work, Gig Work, Freelancing, Independent Work

## Unethical Pro-Organizational Behaviour- From Emergence to Normalization via Uniqueness Bias & False Consensus

Vivek Mishra<sup>1</sup> and Nishant Uppal<sup>1</sup>

<sup>1</sup>Indian Institute of management, Lucknow

### Abstract

We propose a conceptual model to showcase how the responses of different Organizational actors after the occurrence of Unethical Pro-Organizational Behaviour (UPB) will lead to normalization of UPB. Our model uses the notion of Social Projection to illustrate how loyalty-inclined individuals would support UPB. Supporters would perceive majority owing to false consensus and will actively voice their support. On the contrary, honesty-inclined individuals would oppose UPB. Opposers would feel like being a minority due to Uniqueness bias and keep their voices silent. At the collective level, the presence of dominating support voices would suggest an apparent tacit acceptance from adversaries. After a couple of uncurbed UPB incidents, the memory of previous acceptance for UPB would become shared knowledge among the organizational actors and they would perceive it as acceptable behaviour. Therefore, leading to the normalization of the UPB at the institutional level owing to shared informal knowledge.

### Keywords:

Unethical Pro Organizational Behaviour, Ethical Voice, Uniqueness Bias, False Consensus

## Track 9: Human Resource Management

### Trackchairs:

Dr. Santanu Sarkar (XLRI Jamshedpur)

Dr. Geeta D'souza (SBM-NMIMS Mumbai)

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## Impact of high-performance work practices on innovative work behaviour – The moderated – Mediating role of leadership and Organizational pride

R Deepa<sup>1</sup> and Rupashree Baral<sup>2</sup>

<sup>1</sup>Loyola Institute of Business Administration

<sup>2</sup>Indian Institute of Technology, Madras

### Abstract

The purpose of this study is to investigate the effect of high-performance work practices (HPWP) in human resources (HR) on the innovative work behaviour (IWB) of employees and to explore the role of leadership and organizational pride in the relationship. Drawing on social identity and social exchange theories, we hypothesize that employees' attitudes and behaviours are influenced by HPWP, and employees will demonstrate greater IWB if their attitude towards their employer is favourable leading to organizational pride in an environment supported by effective leadership. Survey research was conducted with a sample size of 370 employees in India, which was analysed using Process Macro. The results suggest the indirect effect of HPWP on IWB through Organizational Pride was moderated by the effect of Leadership. The study has implications for theory and practice, where organizations must invest in HPWP leading to organizational pride, in the presence of supportive leadership practices to foster IWB.

### Keywords:

High-performance Work Practices, Human Resources, Leadership, Organizational Pride, Innovative Work Behaviour

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## Employee attrition in India – causes, effects, solution and legal compliances

Aditya Tare<sup>1</sup>

<sup>1</sup>School of Business Management NMIMS, Mumbai

### Abstract:

The most significant topic in Organizational Behaviour was Job Satisfaction. Increasing annual or Bunky salaries isn't the only factor that contributes to job satisfaction in today's growing business world. Employee Attrition plays an influential role in determining Job Satisfaction in every sector. My research topic is Employee Job Attrition in India and its effects, issues, solutions, and legal compliance. I chose Employee Job Attrition as my research topic because it blends the perspectives of both law and human resources. A survey has been conducted for this research project using Google Forms, and I have collected opinions and reviews from various employees as well as HR. Based on that report and my research, I have drafted this final Research Project. I have respect for the guidance and assistance provided by NMIMS University, Chairperson Sudhanshu Pani, and my Research Mentor, Ms Nafisa Kattarwala.

### Keywords:

Behaviour, Attrition, Satisfaction.

## Validation of the Collective Organizational Engagement Scale: A Multilevel Analysis

Pavithra Ganesh<sup>1</sup> and Kailash B L Srivastava<sup>1</sup>  
<sup>1</sup>Indian Institute of Technology, Kharagpur

### Abstract:

This study aimed to examine the psychometric properties of the scale measuring collective organizational engagement (COE) by Barrick et al. Multilevel analysis was used to find cross-level invariance and composite reliability of the scale, and discriminant validity was established by comparing COE to individual job engagement. Participants for the study were 297 employees from 34 Indian manufacturing organizations (average cluster size = 8.73). Nine referent-shift items were used to measure the dimensions of physical, cognitive, and emotional COE. Multilevel confirmatory factor analysis was conducted using Mplus V. 8.7. The results indicated that a three-factor model of COE at the individual and organizational level was invariant, and reliable. It was also found that the referent-shift items of the COE scale are distinct from the individual job engagement scale. This study presents a reliable and valid multi-level, multi-dimensional tool to measure COE. Results show that the COE scale is a preferable tool to measure firm-level engagement and that it is vital to account for the non-independence of nested data to obtain robust results.

### Keywords:

Collective organizational engagement, Job engagement, Multi-level confirmatory factor analysis and Validity



## Exploring the consequences of perceived insecurity among food delivery workers: A moderated mediation model

Dr. Kumar Madhan<sup>1</sup>, Dr. Shameem Shagirbasha<sup>2</sup>, and Juman Iqbal<sup>3</sup>

<sup>1</sup>NSB Academy, Bangalore

<sup>2</sup>Great Lakes Institute of Management

<sup>3</sup>University of Kashmir

### Abstract:

Based on conservation of resource, threat rigidity and gender role theories, this study proposes a novel model to explore the relationship between perceived job insecurity and withdrawal intentions of employees with rumination as the mediator and gender as a moderator in influencing the mediation effect. Very scant literature has examined the relationship between the mentioned variables. Besides, this is one of the few studies to explore rumination as mediator among food delivery workers of India (gig workers). Data (n=596) was collected using self-administered questionnaire from food delivery workers across South India. The results confirmed that perceived job insecurity is positively related to withdrawal intentions of employees. Rumination emerged as mediator and the mediating effect of rumination was moderated by gender. The study provides new insights for the management of delivery workers (gig workers) in hospitality sector for the long turn sustenance of this sector.

### Keywords:

Perceived job insecurity, Rumination, Withdrawal intention, Gender and Delivery workers

## Indian millennials' perception of employer attractiveness: An exploratory study

Payal Kumar<sup>1</sup>

<sup>1</sup>ISH

### **Abstract:**

As a demographic cohort, Gen Y or millennials represents almost half of the working force in India. In this qualitative exploratory study, interviews with Gen Y and senior human resource executive respondents were conducted and compared. Challenging the underlying assumptions of Herzberg's two-factor theory, the results suggest that Gen Y and HR executives have different perceptions of what constitutes satisfiers and dissatisfiers in terms of salary and financial rewards, as well as company culture. This study also suggests that there are some dimensions of employer attractiveness that are contextually unique to Indian millennials. This study provides deep insights into the cultural and generational preferences of employer attractiveness for Gen Y employees in India, which will enable organizations to curate meaningful employer value propositions and employer branding strategies.

### **Keywords:**

Human capital, Millennials, Employer branding strategy, Employer attractiveness and Recruiting talent

## Neglect and Prohibitive Voice of Academics: A Function of Meaning and GAGA

Gurvinder Kaur<sup>1</sup>, Ashish Malik<sup>2</sup>, and Surender Munjal<sup>3</sup>

<sup>1</sup>University of Delhi

<sup>2</sup>Newcastle Business School, University of Newcastle, Australia

<sup>3</sup>University of Leeds, UK

### Abstract:

Academics in the higher education sector have been known to thrive on collegiality and academic voice. They are known to see exercising of neglect as indentation to their professional identity. However, contemporary scholars have found that more often than not, they choose neglect over exit, voice and loyalty and they choose to not voice in the wake of objectionable policies. It is witnessed in everyday conversation as well that academics find voice risky. Such studies and conversations open the door for study of responses to any (not just specific) sources of potential harm arising in education settings. The lens (explanations) used to explain the prohibitive voice so far majorly are embedded in risk of speaking up and efficacy of voice. Where risk is high and efficacy is low, those could be the contexts that require prohibitive voice. Thus, the scholars have called for research on alternative antecedents. We have studied meaning -in work and -in organization and go along to get ahead (GAGA) embedded in Idiosyncrasies of academic settings as predictors of Prohibitive voice and neglect. Data was collected from three hundred seven academics. The CFA confirmed validity and reliability of the scales. Structural equation modelling was used to test hypothesis. We found support for the model. Current work makes contributions to the literature. Our findings enhance understanding of antecedents leading to neglect and prohibitive voice of academics.

### Keywords:

Prohibitive voice, neglect, meaning in work, meaning in organization and go along to get ahead

## **Demanding, Yet Invigorating: Exploring Job Demands and Resources of Volunteering Jobs in Humanitarian and Spiritual Indian NGOs**

Santoshi Sengupta<sup>1</sup>, Ruchika Joshi<sup>1</sup>, Parth Patel<sup>2</sup>, Verma Prikshat<sup>3</sup>, Akanksha Jaiswal<sup>4</sup>

<sup>1</sup>Graphic Era Hill University, Bhimtal Campus

<sup>2</sup>Australian Institute of Business

<sup>3</sup>Freelance

<sup>4</sup>Loyola Institute of Business Administration

### **Abstract**

Every job or organization may have specific job demands and resources leading to (dis)engagement depending on the specific job characteristics that prevail in that job. Drawing from JD-R theory, we attempt to study the specific demands and resources pertaining to volunteering in humanitarian and spiritual non-government organizations (NGOs) in India. Thematic analysis of nineteen semi-structured interviews with full-time volunteers serving in such NGOs revealed unique job demands and resources. While three job demands included challenge of adaption, challenge of persuasion, and challenge of social derision, four job resources included opportunity to serve, opportunity to meditate, opportunity to travel, and community connect. Findings suggest that volunteers find job resources to be more in number and with stronger impact that helps them buffer the negative effects of job demands on engagement and facilitate them in achieving their work goals while enhancing their self-worth and overall development.

### **Keyword:**

Full-time volunteers, Humanitarian and spiritual NGOs, Job demands, Job resources

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## **A Review of Career Management: Models, contemporary issues, and related terminologies and future research directions**

Sweta Singh<sup>1</sup>

<sup>1</sup>Indian Institute of Management Amritsar

### **Abstract**

There has been much research towards increasing the scholarly understanding of career experiences in the last few decades. The dominant meaning associated with a career is presently related to professionalism, employability, and work-life balance. How do people cope successfully with changes in career contracts? Given the less generalizability of traditional career models for women, the increasing number of women in the workforce is the differentiating feature of this era. On the other hand, “the opt-out” revolution was very recently in media coverage and was explosive and controversial. The negative issues related to the new career concepts like protean career and boundaryless career have to be explored. This imposes a big challenge to career researchers and calls for more understanding of career research. The above-mentioned are a few of the issues identified. The paper reports traditional career models as well as new contemporary career models and points out a few less-explored research areas of career management literature.

### **Keywords:**

Career, Career Model, Contract, Boundaryless career, Women

## Exploring the factors that inhibit affective commitment: Evidence from Health sector

Juman Iqbal<sup>1</sup>, Shameem S Hagirbasha<sup>2</sup>, Nurul Alam<sup>3</sup>

<sup>1</sup>University of Kashmir, Srinagar

<sup>2</sup>Great Lakes Institute of Management, Chennai

<sup>3</sup>University of Tabuk, KSA

### Abstract

Drawing on the overarching theoretical framework of conservation of resource theory and social identity theory, we aim to explore the association between work family conflict (i.e. work-to-family conflict and family-to-work conflict) and affective commitment. In particular, we have integrated emotional exhaustion as a mediator and we also tested the moderating role of organizational identification in work-family conflict and emotional exhaustion relationship, and perceived interactionist justice between emotional exhaustion and affective commitment. Data was collected over three waves (T1,T2,T3) from 357 doctors working across various hospitals of India and was tested using SMART-PLS. The analysis of the data reveals that both forms of work-family conflict have a significant relationship with affective commitment. However, no mediating role of emotional exhaustion in family-to-work conflict and affective commitment was established. Moreover, perceived interactionist justice did not moderate the relationship between emotional exhaustion and affective commitment. The association between work-family conflict has been addressed previously, however the present study makes a theoretical contribution to the literature by examining nuances through which the work-family conflict relationship and affective commitment can be affected. We also discuss the practical implications of our findings and provide suggestions to health organizations to help them reduce the role conflict experienced by doctors and also foster their affective commitment.

### Keywords:

Work-Family Conflict, Affective Commitment, Emotional Exhaustion, Organizational Identification, Perceived Interactionist Justice, Doctors

## Psychometric Test Contextualized for Selection of Trainees in a Upskilling Programme in Indian Context

Swapnil Garg<sup>1</sup>, Sonali Narbariya<sup>2</sup>, and Ritu Gupta<sup>3</sup>

<sup>1</sup>Indian Institute of Management Indore

<sup>2</sup>SVKM'S Narsee Monjee Institute of Management Studies, Mumbai

<sup>3</sup>Indian Institute of Management Raipur

### Abstract:

To benefit from its globally enviable 'demographic dividend', India needs urgent skilling of its young workforce. Numerous government programs recognize this, like the nationwide 'Skill India Mission' and skilling of underprivileged youth through 'DAKSH'. However, these skilling programs face fundamental challenges in matching an individual occupational preferences to the skill training provided. A few options exist for the same, but had been developed in the western context.

In this study, we report results of an ongoing project aimed at adapting the RIASEC Holland Typology to the Indian context. The survey instrument was adapted to the Indian context and pilot tested it, enabling its adoption by Government agencies while selecting candidates for imparting sponsored occupational training. The adaptation cemented the need for contextualization, and pilot testing emphasized the need for an unceasing anchoring of survey items to the theoretical roots of the psychometric instrument.

### Keywords:

Psychometric Test, Skilling Personality-Job Fit, Vocational Training, Selection, India

## HRM Initiatives And Their Impact On The Focus On Product Quality

Kuldeep Kaur<sup>1</sup>, Mamun Ala<sup>2</sup>, and Dilraj Wadhwa<sup>3</sup>

<sup>1</sup>Australian Institute of Business

<sup>2</sup>Australian Institute of Business

<sup>3</sup>University of South Australia

### Abstract:

Despite the importance of HRM initiatives, the research has overlooked the influence of these initiatives on product quality. This paper aims to examine the employee perception toward the HRM initiatives prevailing in MNCs and local firms and how employees reciprocate these initiatives through their focus on product quality. The data was collected from three multinational companies (MNCs) and three large-scale local firms operating in the Indian food processing sector. The results revealed differences between these HRM initiatives in MNCs and local firms and have a significant impact on employees' focus on product quality. HRM initiatives such as participation and emphasis on training were higher in MNCs, and supervisory support was found to be higher in local firms and have a strong positive relationship with the focus on product quality. Practically, the study guides MNCs and local firms on the importance of HRM initiatives to improve their employees' efforts toward product quality.

### Keywords:

MNCs, Local firms', HRM initiatives, Product quality, Supervisory support, Training



## Exploring complementarities in Organisations: Literature Review and future research direction

Raj Mohan<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Indore

### Abstract:

There has been a growing interest in the notion of complementarity and its significance in organisational design in recent years (Porter & Siggelkow, 2008). Complementarity arises in its most known and elemental form where we can find two activities which may be similar or dissimilar reinforcing one other such that doing more of one thing improves value of doing more of the other thing (Matsuyama, 1995). However, complementarities might have negative consequences. Complementarities among the parts of closely connected systems, for example, may create obstacles to organisational change since changing one element of the system requires and affects changing many or all of the other aspects of the system (Milgrom & Roberts, 1995b). Complementarities across innovation activities represent many origins, modalities, and consequences of enterprises' creative strategies (Bianchini, S., Pellegrino, G., & Tamagni, F.) (2018). Present research studies the digital product-market fit from the complementarity and the coupling lens

### Keywords:

Digital Products, Fintech Platforms, Coupling and Complementarity-in-Performance

## Understanding 'invisible inequality' to make inclusive workplaces, and the role of HRM practices

Manan Tushar Pathak<sup>1</sup>

<sup>1</sup>Indian institute of Management, Indore

### Abstract

This paper explores the idea of 'invisible inequality' and the role of HRM practices in the context of creating inclusive workplaces. It does this through a discussion based on existing literature and some insights emerging from qualitative interviews conducted with managers representing 'diverse' identities. The paper finds that the less visibility of certain inequalities is a function of the subtle and complex nature of inequality as well as the “patterns of seeing” and degree of awareness on part of the organization about inequalities. It suggests that standard organizational practices, structures, and assumptions, are not neutral but they act differentially with regard to privilege and disadvantage. It shows how HRM practices disrupt marginalized identities by its focus on skills abilities and performance and through blindness towards their political and historical underpinnings. It suggests that organizations and their HRM practices need to develop reflexivity and an awareness that is critical and historical.

### Keywords:

Invisible inequality, diversity management, HRM practices, inclusive workplaces

## The dark side of being proactive – The indirect pathway to work-to-life conflict through rumination

Munmun Goswami<sup>1</sup> and Kalpana Sahoo

<sup>1</sup>XIM University, Bhubaneswar

### Abstract

Our study explores the linking mechanisms and conditional processes underlying the relationship between proactive work behaviour and work-life conflict, and the mediating role of rumination. Based on the conservation of resources theory, we hypothesized that proactive work behaviour is a resource-consuming activity that increases emotional and cognitive strain by making one ruminate, which in turn, results in work-to-life conflict. We further demarcate between the two types of rumination, viz., reflection and brooding, and propose that they have different influence on this relationship. Specifically, we posited that reflection (reflective pondering) attenuates the impact of proactive work behaviour on work-to-life conflict, while brooding strengthens the relationship. Data obtained from 204 Indian adults partially supported our model. Brooding was observed to positively mediate between proactive work behaviour and work-to-life conflict. Reflective pondering, however, did not mediate between them two. Theoretical and practical implications of our study are also mentioned therein.

### Keywords

Proactive work behaviour, rumination, reflective pondering, reflection, brooding, work-to-life conflict

## Human Resource Management, Work Integrated Learning Assessment Rubric Development

Dileep Kumar M<sup>1</sup> and Manisha Semwal<sup>2</sup>

<sup>1</sup>Nile University of Nigeria

<sup>2</sup>Koneru Lakshmaiah Education Foundation, KL University

### Abstract

**Purpose** – The purpose of current work is to explore the concepts associated with work integrated learning (WIL), orientation towards WIL curriculum preparation, developing pattern of assessments possibilities of WIL, looking at specifically SIWES program of Nile university of Nigeria and the challenges in WIL monitoring and evaluation. Thorough systematic literature review, content analysis and Delphi application, the study tried to come out with an assessment rubric for WIL programs that support the institutions to evaluate the outcome of WIL, in several academic disciplines.

**Design/methodology/approach** – Based on work-integrated learning literature, the authors first explore the concepts related to WIL, Difference Between Traditional and Current WIL requirement in Education, traditional and modern WIL Models, typologies of WIL models, Curriculum for placement, Assessment of WIL, and qualitative Delphi analysis with proper thematic outcomes. The investigators utilize deductive thematic analysis in order to examine information and decisively to create a conceptual framework. **Findings** – Assessment of WIL program is a challenging aspect to WIL educators. The study has come out with an assessment rubric with 15 themes from the Delphi process. The 15 themes, viz., Develop Graduate skills, Synergy between theory and practice, Work ethics, Analyzing data and using technology, Career path, Work efficacy, Team attitude, Critical thinking, Problem solving, Time management, Adaptable and flexible, Conflict management, Communication and presentation skill, Developing professionalism, and organizational fit with the subcategories developed through the Delphi techniques provide better evaluation rubric for the educators.

**Practical implications** – The educators are struggling for the evaluation of the WIL among students in college and university system. The current study has come out with an assessment rubric with 15 themes. Such rubrics helps the teachers to evaluate the student's development soon after the WIL completion in industries or residencies. These measurements are linked to a scale hence the scoring may be made easily possible. **Originality/value** – The conceptual themes with the assessment rubrics developed out of the work support in inducing knowledge about the assessment rubrics of WIL. The rubrics is first of its form in the academic system that can be applied beyond disciplines to examine the outcomes of the WIL. Future research should test the framework using data from other academic programs in corporate entrepreneurship.

### Keywords:

Work integrated learning, WIL Models and Curriculum for WIL

## Unpacking the relationship of Perceived Organizational Culture on Satisfaction of Faculty teaching online: moderating role of Perceived Organizational Support

Bhawana Tamrakar<sup>1</sup> and Dipshikha Gurung<sup>1</sup>  
<sup>1</sup>Kathmandu University School of Management

### Abstract

Online education has been in the picture for many decades and is gaining popularity all over the world. However, it remains still in a premature stage in institutes of higher education in Nepal. The purpose of this Mini Research is to explore the impact of organizational culture and organizational support on faculty satisfaction in online teaching, which is considered as one of the most important determinants for success of online teaching. The study attempts to carry out an empirical study for determining the relationship between Perceived Organizational Culture and Satisfaction of Faculty in teaching online among faculty members in Higher Educational Institutions in Nepal. The study also intends to specifically check the moderating effects of Perceived Organizational Support on that relationship. Data was gathered from a sample of 108 faculty members from various higher education institutions in the Kathmandu valley using self-administered questionnaires. Results suggested that the relationship between Perceived Organizational Culture and Satisfaction of Faculty in teaching online is insignificant. Perceived Organizational Support has a negative correlation with Satisfaction of Faculty in teaching online. The results are discussed and implications suggested.

### Keywords:

Perceived Organizational Culture (POC), Perceived Organizational Support (POS), Satisfaction of Faculty teaching online and Higher Educational Institutions (HEIs)

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## Temporality in HRM : The Emerging Tensions of Changing Agencies, Protocols, and Interpretive Schemes

Debolina Dutta<sup>1</sup> and Vasanthi Srinivasan<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Bangalore

### Abstract:

Widespread fluidity in business ecosystems is emerging due to changes in the environment's competitive, technological, economic and social dimensions. While institutional studies have implicitly assumed isochronism, various actors engage simultaneously with different timing norms, even within the same organization, leading to contradictory temporal expectations. The temporariness of organizations, fluidity, multiplexity of boundaries, and temporal dynamics question the relevance of many HRM practices and policies. These conflicting norms, practices, and expectations generate tensions, which may be shaped by interactions at the meso, macro, and micro levels, thwarting HRM and organizational endeavors.

Many management scholars have ignored time's critical and inescapable influence on human affairs, organizational systems, and processes. To capture the complexity of the emerging new order, we adopt a temporal lens to examine the structural changes in HRM practice. Based on practice theory and adopting a temporal lens, as an illustration, we examine the changes in practices, routines, and structures emerging due to interactions of various agencies in the context of recruitment and selection. This helps us develop an avenue for theorizing the contemporary human resource management ecosystem and the emerging tensions of synchronous/asynchronous routines, structures, and practices.

### Keywords:

Temporality, Practice Theory, Structures, Routines, Human Resource Management, Recruitment and Selection

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## More than what Meets the Eye: Can we predict CEO scandals from their choice of words?

Ritesh Shahi<sup>1</sup> and Zubin Mulla<sup>1</sup>

<sup>1</sup>Tata Institute of Social Sciences, Mumbai

### Abstract:

CEOs significantly influence organisational action, inaction, and outcomes. Yet CEO selection is primarily based on easily observable characteristics. Computer-aided text analysis of CEO speeches can reveal individual characteristics which are subtle and yet may predict important organisational outcomes. Using an abductive approach and multiple-case method, we explore the similarities and differences in the characteristics of CEOs accused of wrongdoing and those who have not using two matched pairs of CEOs in the financial services sector. We demonstrate that it is possible to identify characteristics making CEOs susceptible to wrongdoings. We drew from the upper echelons' perspective and relied on the case study method to explore differences in moral foundations, personal values, and motive profiles among CEOs accused of wrongdoing and those who have not. While we find substantial support for differences along expected lines in the values, motive, and temporal focus of one pair, the differences in attributes of the other pair were less striking. We discuss the implications of our findings for theory and evidence-based selection of CEOs.

### Keywords:

CEO Speeches, CEO characteristics, upper echelon and CEO wrongdoing

# **We Feel Lonely, And in this We Are Connected: Workplace Loneliness and Organizational Citizenship Behaviour-The Mediating Role of Affective Organizational Commitment**

Vaishali Jadon<sup>1</sup> and Abhijeet Tewary<sup>1</sup>  
<sup>1</sup>IMT Ghaziabad

## **Abstract**

Workplace loneliness (WL) holds an unpleasant influence at workforce as well as the organizations. Regardless, of the fact that it is persistent problem, it has received insufficient consideration in Organisation studies. In this study we try to address this current gap, from lens of social exchange theory. We examined how workplace loneliness is associated with organizational citizenship behavior. We also aim at examining how affective organizational commitment is mediating the relationship between WL and organizational citizenship behavior of an employee. The study provides valuable recommendations for organizations and managers to lower the perceived feeling of workplace loneliness.

## **Keywords:**

Workplace Loneliness, Affective organizational commitment, Organizational citizenship behaviour, Inclusive Leadership and Social Exchange Theory



## What Engages Teachers of Higher Education Institutes of India? An Empirical Study Using Job Demands and Resources Theory

Seema Sharma<sup>1</sup> and Santoshi Sengupta<sup>1</sup>  
Graphic Era Hill University, Bhimtal campus

### Abstract:

Work engagement is a much-coveted attribute in every organization as it has established relationships with performance, productivity, commitment etc. In this study, we investigate the effects of job demands, job resources, personal resources (specific to Higher Education Institutes) and demographic characteristics of teachers on work engagement. Data was collected by 206 teachers of HEIs of India using standardized measures and was analyzed using SPSS 23.0. Significant correlations were found between some job demands, resources and personal resources. Stepwise regression revealed that optimism (personal resource), opportunity for development and social support (job resources) and work pressure (job demand) significantly and positively affect the levels of work engagement. A unique aspect of the result pertaining to teaching in HEIs of India is that the job demand of work pressure created positive effects on work engagement.

### Keywords:

Job Demands, Job Resources, Personal Resources, Work Engagement, Higher education institutes of India

## Exploring the relationship between technological capabilities, organizational resilience, and organizational performance

Meghna Sethi<sup>1</sup>, Prof Sushil<sup>1</sup>, and Prof. M. P. Gupta<sup>1</sup>

<sup>1</sup>Department of Management Studies, Indian Institute of Technology, Delhi

### Abstract:

The complexity and uncertainty in today's dynamic business environment create a demand for organizations to develop such capacity that goes beyond mere survival towards maintaining positive adjustment under difficult circumstances. This corporate move from surviving to thriving has pushed management scholars to put greater emphasis on the concept of organizational resilience, predominantly in answering what factors create resilience in organizations. Previous literature in crisis management has highlighted the positive role that technological change and innovation play in anticipating and responding to a complex-and-dynamic business environment. In this regard, we emphasize an organization's capabilities embedded in technological capabilities in contributing to organizational resilience. Drawing from the dynamic capabilities view, we propose a conceptual framework that explores the relationship between technological capabilities and organizational resilience, as well as the consequential impact of organizational resilience on organizational performance. Research hypotheses and future research agenda are also discussed.

### Keywords:

Organizational Resilience, Technological Capabilities, Dynamic Capabilities View, Organizational Performance, Conceptual Framework

## Leader's Positive Humour and Employee Turnover intention – Mediating role of Employee engagement and Job satisfaction

Senthilkumaran Piramanayagam<sup>1</sup> and Partho Seal<sup>1</sup>

<sup>1</sup>Welcomgroup Graduate School of Hotel Administration, Manipal Academy of Higher Education,  
Manipal, India

### Abstract:

The purpose of the paper is to examine the mediating role of employee engagement and job satisfaction and the relationship between leaders' positive humour and employee turnover intention among hotel employees. The data was obtained from two four-star hotels and three five-star hotels with a total of 272 respondents. The mediating role of employee engagement and job satisfaction with other constructs is analysed using PROCESSMACRO. The findings of the study suggest that leaders' positive humour has an impact on job satisfaction, employee engagement and employee turnover intention. The study provides evidence that employee engagement is a proximal predictor of employee turnover intention than job satisfaction. Both job satisfaction and employee engagement act as a mediator on the relationship between a leader's positive humour and turnover intention. Leader's positive humour in hospitality will have a favourable effect on employee engagement, and job satisfaction and will reduce the turnover intention amongst the employees.

### Keywords:

Employee engagement, Positive Leader Humour, Job satisfaction and Turnover Intention

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## Influence of job anxiety among the blue-collar technical workforce of Indian manufacturing industries: A Post-COVID perspective

Deepika Swain<sup>1</sup>, Tony John<sup>1</sup>, Lalatendu Kesari Jena<sup>1</sup>, Arpita Jena<sup>1</sup>, Niharika Gaan<sup>2</sup>

<sup>1</sup>School of Human Resource Management XIM University, Bhubaneswar, India

<sup>2</sup>Management Development Institute Murshidabad, India

### Abstract

Based on the Transactional Process theory, this study attempts to empirically validate Linden and colleagues' Job anxiety scale amongst blue-collar workers, during the COVID-19 period. We investigated the psychometric properties of the original five-dimensional scale among blue-collar workers employed in 6 Indian manufacturing industries (N=943). For examining criterion validity, the correlation among each dimension of job anxiety was examined with the job burnout and workplace ostracism scale. Our findings reveal that in the Indian blue-collar worker context, a three-dimensional model of job anxiety comprising - stimuli-related, socially related, and health-related stressors receives validation, highlighting a different interpretation of the scale.

### Keywords:

Blue-collar workers, Job stressors, Job anxiety, Job burnout, Workplace, ostracism

## Creation of Transactive Memory Systems - Systematic Literature review from a Multilevel Perspective

Sita Mary Thomas<sup>1</sup> and Upam Pushpak Makhecha<sup>1</sup>  
<sup>1</sup>IIM Tiruchirappalli

### Abstract

The concept of Transactive Memory System, the collective memory system developed among a group of people for encoding, storage and retrieval of their different knowledge domains, has been extended to multiple disciplines since its inception due to its increasing significance. This study is an attempt to understand creation of Transactive Memory Systems and its various dimensions. Systematic literature review was conducted and the processes and practices associated with creation of Transactive Memory System were categorized as antecedents, mechanisms and outcomes and subsequently, a comprehensive multilevel framework was developed. This framework would act as a reference point so that the practitioners and researchers can utilize it to devise their own constructs and practices with respect to Transactive Memory Systems. The study also identifies research gaps for further studies.

### Keywords:

Transactive memory, Transactive memory system, Systematic literature review, Multilevel framework

## Indian millennials' perception of employer attractiveness: An exploratory study

Payal Kumar<sup>1</sup>

<sup>1</sup>ISH

### Abstract

As a demographic cohort, Gen Y or millennials represents almost half of the working force in India. In this qualitative exploratory study, interviews with Gen Y and senior human resource executive respondents were conducted and compared. Challenging the underlying assumptions of Herzberg's two-factor theory, the results suggest that Gen Y and HR executives have different perceptions of what constitutes satisfiers and dissatisfiers in terms of salary and financial rewards, as well as company culture. This study also suggests that there are some dimensions of employer attractiveness that are contextually unique to Indian millennials. This study provides deep insights into the cultural and generational preferences of employer attractiveness for Gen Y employees in India, which will enable organizations to curate meaningful employer value propositions and employer branding strategies.

### Keywords:

Human capital, Millennials, Employer branding strategy, Employer attractiveness and Recruiting talent

## A Conceptual Relationship Between Workplace Ostracism And Knowledge Hoarding: Mediating Role Of Perceived Organizational Politics

Surumi Muhammad<sup>1</sup> and Dr. Devi Soumyaja<sup>1</sup>

<sup>1</sup>Cochin University of Science and Technology

### Abstract:

This paper introduces a conceptual model to examine the relationship between employee knowledge hoarding and workplace ostracism. Drawing on the theory of attribution, we put forward four propositions to explain the link between workplace ostracism and knowledge hoarding. With the support of relevant literature, we attempt to explain that workplace ostracism and perceived organizational politics leads to knowledge hoarding. The conceptual model proposes that workplace ostracism may induce a thought of organizational politics among employees, and the perceived organizational politics may motivate employees to act negatively through knowledge hoarding behaviors. Thus, we put forward a direct link between workplace ostracism and knowledge hoarding and a mediated relationship between the two via perceived organizational politics. This study will enable the organization to know the effects of subtle mistreatment like workplace ostracism on employees' knowledge-sharing behavior and gain better control over their knowledge management process.

### Keywords:

Workplace ostracism, Knowledge hoarding, Perceived organizational politics, Attribution theory

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## How does Knowledge hiding behaviour affect subjective career success? Moderating Role of Barriers to Career

Abhishek Behl<sup>1</sup>, Nirma Jayawardena<sup>2</sup>, Divya Sharma<sup>1</sup>, Achint Nigam<sup>3</sup>

<sup>1</sup>Management Development Institute, Gurgaon, India

<sup>2</sup>Jindal Global Business School, Sonapat, India

<sup>3</sup>BITS Pilani

### Abstract

Using the conservation of resources (COR) theory, this study investigates the moderating role of barriers to a career in the relationship between the three dimensions of knowledge-hiding behaviour (evasive, rationalized, and playing dumb) and the two dimensions of subjective career success (organization and non-organization). To accomplish this objective, data collected from 280 knowledge workers from diverse industries were analysed using the Warp partial least squares (Warp PLS) technique. The results supported most of the hypotheses and contributed to the COR theory by identifying the conditions under which the employees' tendency to conserve their resources would change their thoughts about their career success. Organizations may use the findings of the present study to make an informed decision by knowing when they should do a human resource development intervention to minimize the impact of knowledge hiding on the subjective career success of their knowledge workers.

### Keywords:

conservation of resources, knowledge hiding behaviour, subjective career success, barriers to career



## **Analysing Defensive Communication during Task Conflicts and the Moderating Role of Active-Empathic Listening**

Fatima Vapiwala<sup>1</sup> and Deepika Pandita<sup>1</sup>

<sup>1</sup>Symbiosis Institute of Business Management, Pune

### **Abstract**

This study explores the relationship between task conflicts and defensive communication and investigates the moderating effect of active-empathic listening. Although previous research studies on the effects of task conflicts on an individual as well as team performance showed that task conflict had favourable impacts, some studies have also revealed that task conflicts could be damaging due its strong association with relationship conflicts. Primary data were collected based on surveys from those associated with higher educational institutions in teaching and non-teaching domains in Mumbai and Pune. A quantitative empirical approach was undertaken for data collection and PLS SEM approach was applied for the analyzing data in this study. The findings of the study highlighted that task conflicts leads to defensive communication. However, the moderating effect of active-empathic listening was not supported.

### **Keywords:**

Task conflict, workplace conflict, defensive communication, active-empathic listening

## The training transfer antecedents: A moderated mediation model of motivation and trainer performance

Yasmin Yaqub<sup>1</sup>, Dr. Tanusree Dutta<sup>2</sup>, and Dr. Swati Dhir<sup>3</sup>

<sup>1</sup>Birla Institute of Technology, Mesra

<sup>2</sup>Indian Institute of Management, Ranchi

<sup>3</sup>International Management Institute, New Delhi

### Abstract:

The literature highlighted a gap between leadership intervention and training transfer. One vital reason evidenced is the conceptualization of trainees' motivation as one dimensional construct. However, it is multi dimensional construct. Hence, this study aims to analyze the mediating role of trainees' motivation to improve work through learning (MTIWL) between leadership intervention variables (transfer design and identical elements) and training transfer. Also, the moderating influence of trainer performance on these mediated relationships was investigated. A survey was administered, and 360 responses used for the final analysis. Data analyzed with the structural equation modeling (AMOS 24) technique. The MTIWL mediational impact between leadership intervention variables (transfer design and identical elements) and training transfer is supported. Further, it is observed that the indirect effect of transfer design and identical elements are high with trainer high performance than when it is low. This is the first study that examined trainer performance as a moderator.

### Keywords:

Moderator, Trainer performance, Training transfer, Mediator and identical elements

## Why do employees negotiate personalised work arrangements?" Examining the motives and outcomes of idiosyncratic deals

Maithily R<sup>1</sup> and Devi Soumyaja<sup>1</sup>

<sup>1</sup>Cochin University of Science and Technology

### Abstract

Idiosyncratic deals ("i-deals") are personalized work arrangements negotiated between employees and their employers. In most contemporary organizations, idiosyncratic deals have been used to achieve desirable employee behavior and work-related positive outcomes. Although recent research literature has given increased attention to i-deals, a lack of clarity exists regarding what drives i-deal negotiations and the perceived positive outcomes of such individualized negotiations. The study investigates what motives employees for i-deal negotiations and the outcomes experienced by them. Data was collected through in-depth interviews among sixteen employees who successfully negotiated i-deals. Axial coding was used for coding the data that helps in generating two main themes for the study: motives for i-deal negotiation and outcome. The study findings show that career advancement and remedial arrangements at work are the critical drivers of i-deal negotiations. Besides, the benefits experienced by the employees from such negotiation include reducing work-family conflict, work engagement, and job satisfaction.

### Keywords:

Idiosyncratic deals, Job Satisfaction, Work Engagement

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## Role of Induction Programme in Organizational Learning and Knowledge Creation

Shashwat Ranjan<sup>1</sup> and Dr. Kamal K. Jain<sup>1</sup>  
<sup>1</sup>Indian Institute of Management, Raipur

### Abstract

Organizations learn on a daily basis. Most of the learning happens through organizational routines which adds to organization's knowledge base. Induction Programme is a routine activity undertaken in the companies to transmit relevant information to the newly hired employees. The extant literature lacks the understanding of making induction programme a facilitator to organizational learning and knowledge creation. Keeping this in mind, we develop a framework to present a mechanism of induction programme facilitating organizational learning and knowledge creation through socialization and psychological safety. Further examination of this framework would integrate the overarching literature of organizational learning and knowledge management.

### Keywords:

Induction Programme, Organizational Learning, Knowledge Management and Knowledge Creation

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## Dark side of artificial intelligence (AI) enabled-HRM system: A literature review

Namrata Nigam<sup>1</sup>, Kritika Sharma<sup>1</sup> and Jatinder Kumar Jha<sup>1</sup>  
<sup>1</sup>XLRI Jamshedpur

### Abstract

Undoubtedly, AI has contributed significantly to the business growth in variety of ways and extensive adoption of AI across business functions including HR culminated into various unintended outcomes such as ethical issues associated with its implementation. Existing studies have acknowledged the dark side of AI, however, attention to the dark side of AI in the domain of human resource management (HRM) is limited. This study aims to conduct an extensive review of the literature on ethical issues associated with AI-enabled HRM systems. Based on our review we have found three major categories of ethical issues viz. AI-level, employee level and organization-level. Further, our paper contributes to the existing sparse literature by developing an integrated framework suggesting strategies to deal with all three categories of AI-HRM ethical issues. Integration of the literature helped us in identifying ethical issues associated with various HR functions. Additionally, we have identified five broad research themes in the field of AI and HRM. The practical implications of the study have been discussed in detail.

### Keywords:

Artificial intelligence, Ethics, Ethical issues, Human resource management

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## Determinants of Normalization in Remote Working

Kalyan Prasad Agrawal<sup>1</sup>

<sup>1</sup>Chandragupt Institute of Management, Patna

### Abstract

In recent times businesses have geared up with their workforce and working teams to embrace remote working practices. With a special focus on the technology-enabled work-from-home (WFH) process, current research has prescribed a setting to shed the light on the determinants of its post-implementation normalization. Drawing upon the normalization process theory (NPT) for understanding the normalization of existing technology-enabled remote work practices, this study is making an attempt to explore the normalization of the technology-driven virtualization of the WFH process through the survey conducted on managers and business executives from leading business organizations. Results show that the relative normalization of this work transformation was sustained through flexible co-construction, legitimation, contextual integration, and good leadership.

### Keywords:

Work from Home (WFH) Process, Normalization of Work Transformation, Normalization Process Theory (NPT)

## Track 10: Inclusive Workplaces

### Trackchairs:

Dr. Kunal Kamal Kumar (IIM Udaipur)

Dr. Veena Vohra (SBM-NMIMS Mumbai)

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## Some birds of a feather flock together: How homophily can reduce resistance toward female appointments in the upper echelons

Esha Mendiratta<sup>1</sup>, Oehmichen Jana<sup>2</sup>, Rian Drogendijk<sup>1</sup>

<sup>1</sup>University of Groningen

<sup>2</sup>University of Mainz

### Abstract

Firms still resist appointing women to the upper echelons. However, female directors may be able to actively act as a counterbalancing force toward this resistance. In this study, we examine this possibility by developing theoretical arguments about two categories of female directors, with different motivations for supporting other women. Drawing on different homophily types, we argue that on the one hand, family affiliated female directors are likely to be motivated to engage in activist choice homophily. Hence, they counteract resistance toward other women only to the extent that women face structural barriers as a group. On the other hand, female directors with executive careers are likely to engage in interpersonal choice homophily. As such, we expect them to use their female networks to counteract resistance, regardless of presence of structural barriers. Our empirical models on 144 publicly listed, Indian firms for the period 2008-2017 largely support our theoretical ideas.

### Keywords:

board gender diversity, corporate governance, quotas, spill over effects, India



## Representation of Individuals with disability in Corporate India – Insights from Secondary Data

Girish Balasubramanian<sup>1</sup>, Sanket Dash<sup>2</sup>, and Nisha Nair<sup>3</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

<sup>2</sup>Indian Institute of Management, Rohtak

<sup>3</sup>University of Pittsburgh

### Abstract:

The present study explores the representation of the individuals with disability in Indian listed companies through the lens of mimetic, coercive and normative isomorphism. Our final sample consisted of 182 largest firms (based on market capitalisation) listed on the premier stock exchange of India. Suitable proxy indicators from the audited annual financial reports were used to operationalize isomorphic forces. Data on the number of employees was collected from the annual reports for the year 2019-2020. The dependent variable was proportion of individuals with disability in the workforce. We found evidence for under-representation of individuals with disability in large listed companies, compared to their corresponding proportion in the entire workforce. The proportion of individuals with disability is significantly higher in the public sector firms as compared to their private sector counterparts. The dispersion in the proportion of disabled individuals was also higher in public sector firms. Coercive forces in the form of mandatory reservations through legislation in the public sector likely explain the result. The best practices of diversity and inclusion have not been institutionalized in Indian listed companies. Methodologically our study is unique in its use of audited financial information for assessment of determinants of employment of disabled individuals in the workforce.

### Keywords:

Disability, Diversity, Inclusion, Employment, Annual Reports, Corporate Disclosures

## Examining Culture Fitment Based Hiring - Are Recruiters Happy?

Vinitha Nair<sup>1</sup> and Prof. Veena Vohra<sup>2</sup>

<sup>1</sup>SVKM's Narsee Monjee Institute of Management Studies, School of Business Management, Mumbai

### Abstract

This study provides an in-depth exploration and understanding of the role of organizational culture in shaping hiring processes in organizations. Literature review reveals the prevalence of conflicting views on culture fitment-based hiring. The controversy regarding the effectiveness of culture fitment-based hiring has caused a lot of confusion in the minds of the recruiters. This study aims to further explore the debate surrounding this approach and attempts to provide more clarity on this concept. An interpretive approach is used here. Open ended semi structured interviews were conducted and thematic analysis was done to identify and develop codes, categories, and themes to respond to the research questions. The respondents were identified as active endorsers of culture fitment hiring, passive endorsers of culture fitment hiring and very few respondents were identified as being apathetic to the concept. Social attributes of the candidate seemed to be most significant to majority of the respondents indulging in culture fitment-based hiring. While hiring for culture fit, there are dangers of falling into the path of exclusion rather than inclusion. The study highlights the need for concrete organizational interventions to minimise bias in hiring processes based on culture fitment. Exploring and understanding the varied perspectives of recruiters on culture fitment-based hiring would enable more effective and efficient decision making and facilitate promotion of diversity and inclusion.

### Keywords:

Organizational culture, Culture fitment, Hiring Bias, Organizational interventions.

## Exclusion by Inclusion: Using Kafka as a parable to understand experiences of visually impaired bankers in India

Amit Jain<sup>1</sup>, Divya Sharma<sup>2</sup>, and Ravishankar Venkata Kommu<sup>3</sup>

<sup>1</sup>SP Jain Institute of Management and Research

<sup>2</sup>Management Development Institute Gurgaon

<sup>3</sup>Indian Institute of Management Amritsar

### Abstract:

The public sector in India is strongly regulated with respect to equal opportunity practices in recruitment and selection across organizations. As a result organizations are required by law to reserve a few positions for Persons with Disabilities in addition to several other minorities and under privileged groups in society. In this paper a few visually impaired employees of public sector banks are interviewed and the paper attempts to understand their experiences vis-a-vis inclusion in their respective organizations. Through these interviews it is observed that visually impaired employees feel excluded through various means and are forced to remain largely non-contributory to their organizations. The paper presents the parable of Kafka's 'The Castle' to explain the conundrum of these visually impaired bankers.

### Keywords:

Inclusion, Exclusion and Equal Opportunity

## Homophobic bullying, gender-based bullying, self-concept and depression: A moderated-mediation analysis

Karan Babbar<sup>1</sup>, Shreya Sharma<sup>2</sup> and Vishal Gupta<sup>2</sup>

<sup>1</sup>O.P. Jindal Global University, Haryana

IIM Ahmedabad <sup>2</sup>

### Abstract:

Although homophobic bullying has been shown to play an important role in poor mental health outcomes, especially depression, little is known about the mediating and moderating role underlying this mechanism. Thus, as a part of this study, we try to understand whether gender-based bullying mediates the relationship between homophobic bullying and depression and whether the self-concept moderates this mediating process. A sample of 431 respondents, 18 years and above, were surveyed through online mode to understand homophobic bullying and its implications on the mental health of the people who identify as LGBTQ. The results indicated that homophobic bullying was significantly and positively associated with depression. This relationship was mediated by gender-based bullying. Moderated-mediation analysis further revealed that self-concept moderates the relationship between gender-based bullying and depression. This relationship is stronger for LGBTQ individuals with higher levels of self-concept. Hence, there is a need to develop (a) strong supportive LGBTQ ally groups in educational and professional spaces to ensure safety and support for the bullied; and (b) create inclusive policies in academic and professional settings to ensure lower levels of bullying.

### Keywords:

Homophobic bullying, Gender-based bullying, Self-concept, Depression, Mental health, LGBTQ, Inclusion, Moderated mediation

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## Brand COO and COO Diversity as a Strategic Diagnostic Tool for Extracting High Revenue Sources

Sourindra Banerjee<sup>1</sup>, Rafid Rahman<sup>1</sup>, Martin Heinberg<sup>1</sup> and C.S. Katsikeas<sup>1</sup>

<sup>1</sup>University of Leeds

### Abstract:

Recently cutting-edge firms are focusing on using innovative analytical parameters to extract high revenue points from consumer purchase data. In this study, we are introducing Brand County of Origin (COO) and COO diversity as a diagnostic tool to extract high-purchase consumers (high revenue points). In this study, we have analyzed over a million transactions of 327,863 consumers across 600 beauty brands. Our main aim was to investigate how the presence of a specific Brand COO and COO diversity in the purchase basket can indicate high purchase consumers. Considering the surge of South Korean beauty products, we have investigated the presence of Korean (vs. other COOs) beauty products in the purchase baskets as an indicator of high purchase consumers. Study findings reflect that Brand COO (Korea) positively influences Consumer Purchase (Value) thus indicating high purchase consumers. In contrast, COO diversity negatively influences Consumer Purchase (Value) thus indicating low purchase consumers.

### Keywords:

Brand COO, COO diversity, Consumer Purchase, Marketing Parameters, South Korean Beauty

## **Denial, resilience, resignation or acceptance- what leads to career success? A post-intentional phenomenological study among Indian women**

Payal Mukherjee<sup>1</sup>

<sup>1</sup>Tata Institute of Social Sciences

### **Abstract**

Glass ceiling beliefs affect both subjective and objective career success of women in leadership positions in India. Using post-intentional phenomenology in 46 participants' lived experience, this study found that the four factors of glass ceiling beliefs, denial, resilience, resignation and acceptance, can be the antecedents of career success, both subjective and objective. Contrary to the findings of CPS, however, in this study women who showed resignation had high objective career success but low subjective career success.

Organisations trying to improve on their diversity and inclusion strategies need to change the way they provide support at various stages of a woman's career. This paper gives guidelines to organizations and women individually on how to manage their glass ceiling beliefs better. The limitation of using a smaller sample at leadership levels is that it may not be representative of all women managers at other levels of hierarchy.

### **Keywords:**

Women in senior management, Glass ceiling beliefs, Career success, Post intentional Phenomenology

## Do diversity and inclusion programs or sexual harassment policies that companies have work in practice? A case from India

Amita Shivhare<sup>1</sup> and Gurunathan L. Gurunathan<sup>2</sup>

<sup>1</sup>School of Business Management, NMIMS Mumbai

<sup>2</sup>XLRI, Jamshedpur

### Abstract

This article is based on an exploratory study of the challenges faced by male-dominated Indian organizations in promoting a gender-inclusive workplace. In-depth semi-structured interviews were conducted in four multinational manufacturing organizations using purposive and snowball sampling methods. This study revealed two main challenges, an ideal worker image and unusual perception of sexual harassment policies, that impeded women's integration into the workplace. The challenge to create an inclusive environment that can help women meet the social demands associated with their national identity and ideal worker expectations. Furthermore, the perception of threat towards these policy measures, hindered women's inclusion. These inferences are drawn using gendered organization theory and the theory of doing gender to explain the implicit gender norms in the workplace. This study demonstrates that a broader (male-dominated) national and industrial culture influences the gendering process in organizations, which exacerbates barriers to creating a gender-inclusive workplace.

### Keywords:

Gender diversity, Inclusive workplaces, Male-Dominated organizations, Ideal worker, Perception of sexual harassment policies, Gendered Organizations

# The impact of the forced work-from-home amid the COVID-19 pandemic on employees' organizational commitment: A conceptual model

Mudit Shukla<sup>1</sup> and Divya Tyagi<sup>2</sup>

<sup>1</sup>Indian Institute of Management Indore

<sup>2</sup>O. P. Jindal Global University

## Abstract

The world has witnessed an unprecedented time in the wake of the Coronavirus (COVID-19) pandemic. While its ramifications on human life and health are unfortunate and heart-wrenching, its impact on their professional lives is also difficult to ignore. Particularly, individuals were forced to resort to the practice of working from home to ensure the continuity and survival of their employers' business. This forced work-from-home practice induced by the COVID-19 pandemic is inconsistent with the existing nature of this practice, which has till now been considered voluntary and available only to a limited proportion of any organization's workforce. In this article, we attempt to explain the implications of this anomaly. Particularly, we propose a conceptual model to describe the impact of this forced work-from-home arrangement on a crucial job attitude, i.e., the employees' organizational commitment. In doing so, this article contributes significantly to the existing literature and practice.

## Keywords:

COVID-19 pandemic, forced work-from-home, affective commitment, normative commitment, continuance commitment.



## Mediating effect of LMX with Emotional Intelligence, and Job Satisfaction among Automobile Sector

Toran Talwar<sup>1</sup>, Usama Ghayas Syed<sup>2</sup>, and Anubha Vashisht<sup>1</sup>

<sup>1</sup>Sharda University, Noida

<sup>2</sup>Indian Institute of Technology, Kanpur

### Abstract:

The purpose of this research was to examine the relationships between emotional intelligence (EI), leader-member exchange (LMX), and work satisfaction among car industry employees, as well as the mediating influence of LMX on the link between EI and job satisfaction. A questionnaire survey was conducted to determine these associations. The survey was done with 138 automotive industry personnel. EI was shown to be favourably and substantially associated to LMX and work satisfaction. The relationship between LMX and work satisfaction was likewise shown to be favourable and statistically significant. Using multiple regression analysis, the mediating impact of leader-member interchange between EI and work satisfaction was investigated. Emotional intelligence was a major predictor of LMX, and LMX was also a substantial predictor of work satisfaction, according to the findings. The association between EI and work satisfaction was shown to be totally mediated by leader-member interaction. It is also stated how the other research results relate to the study's goal.

### Keywords:

Emotional Intelligence, Job satisfaction, Leader-Member Exchange (LMX), Automobile Sector.

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## Emotional labor and employee organizational citizenship behavior: the mediating role of employee resilience

Anshika Sharma<sup>1</sup> and Alka Sharma<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Udaipur

### Abstract:

Drawing on conservation of resource (COR) theory, the present study empirically investigates the relationship between emotional labor and organizational citizenship behavior (OCB) of service industry employees. It also analyses the mediating role of resilience between emotional labor and OCB. The mediation analysis was done through structural equation modelling. The result reveals that employees who perform emotional labor can produce high level of OCB if the resilience of the employees is high. The relationship between emotional labor and resilience was positively significant and when resilience worked as a mediating variable between emotional labor and OCB, the OCB of employees increased. This study is unique because it proposes a way to overcome the negative effect of emotional labor if service industry employees have high level of resilience. Researchers also developed an emotional labor measurement (ELM) instrument to measure the emotional labor of hospitality employees which suits well with the Indian hospitality sector.

### Keywords:

Emotional labor, OCB, Resilience, Mediation, Hospitality Industry, Emotional Labor Measurement (ELM)

## Explicating the implications of Emotional labor on Employee Well-being: Internal Support or External Prestige

Sreelekha Mishra<sup>1</sup> and Vinod Malkar<sup>2</sup>

<sup>1</sup>IIM Bodh Gaya

<sup>2</sup>Sanjivani College of Engineering

### Abstract

The service economy, coupled with the recent pandemic, highlighted the importance of emotional labor and its implications for employees. We conducted the study among the medical representatives, we demonstrated the consequences of different types of emotional labor on employee well-being. We further identified two organizational factors, namely organizational support (internal to the organization) and external prestige that complement each other in upholding employee well-being. While organizational support buffered the adverse effect of emotional labor, external prestige accentuated the positive effect of emotional labor on well-being. We discussed the implications of the study.

### Keywords:

emotional labor, well-being, perceived external prestige and perceived organizational support

## Training and Development in the Hybrid Workplace

Swati Suravi<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Calcutta

### Abstract:

The organizational environment is rapidly changing in the post-pandemic era, with more and more companies adopting the hybrid work model. In line with this transformation of working styles in a majority of companies, several HRM processes and practices are required to evolve to suit the needs and requirements of this new work model. The training and development of employees is one such function that needs to change in light of the changing mode of work to ensure its effectiveness in improving the productivity of employees as well as fostering a conducive learning environment in the organization. This process of change may involve improvising upon the traditional training methods to suit the needs of the new form of work. This paper explores some of the new approaches to and facets of training and development in the hybrid workplace context, using the ADDIE and the Kirkpatrick Models.

### Keywords:

Training & Development, Learning, Hybrid Workplace, Digitalization, Future of Work

## The Role of Gender and Caste in accessing livelihood opportunities in Maharashtra

Ashay Kadam<sup>1</sup> and Kingshuk Sarkar<sup>1</sup>

<sup>1</sup>Goa Institute of Management, Goa

### Abstract:

India's structural transformation has certain inherent rigidities. The manifestation of this rigidity is the 'jobless growth' that India is experiencing last two decades. Over the years, India's occupational distribution could not keep pace with the sectoral distribution of national income. The primary sector has too many people engaged in it and decent livelihood opportunities in secondary and tertiary sectors are grossly inadequate. Whatever little employment opportunities are created, that is created in the informal sector. This paper probes the matter in a context that in rural areas, particularly for women, employment opportunities are very restricted if the women belong to a relatively upper caste. Lower caste women have many other disadvantages but when it comes to access to informal livelihood opportunities, they are better placed vis-a-vis upper caste women. This Paper uses SECC (Socio-Economic Caste Census) data to deliberate on this matter.

### Keywords:

Labour Force Participation Rate, Gender, Caste, Informal Labour, India and Maharashtra

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## Negative Capability

Suneetha Saggurthi<sup>1</sup>

<sup>1</sup>Indian Institute of management, Raipur

### Abstract

Negative Capability (NC), a concept that travelled to management from English literature is gaining traction in organizational discourse. However, there seems to be confusion about NC. It has been spoken of as a philosophy, state, capability, and quality. In this article, I attempt to remove this ambiguity by developing a multilevel model of NC keeping in mind that NC is a trope. I use the figurative usage of the phrase to explain the different levels of NC. Implications of this are discussed. I elucidate the process of reaching the truth with NC. How NC can be developed is also discussed. The result is a deeper understanding of NC for its deployment in organizational discourse.

### Keywords:

Negative capability, Aesthetics, Truth, Beauty, Knowing

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## Stigma of Acid Attack: Discrimination Against Survivors for Customer Contact Jobs

Arindam Bhattacharjee<sup>1</sup> and Chetan Joshi<sup>1</sup>

<sup>1</sup>Indian Institute of Management Calcutta

### Abstract:

This paper examined the consequences of acid attacks on employment outcomes. Specifically, we sought to understand if there is discrimination against acid attack survivors in jobs involving customer contact. We used an experimental design to investigate the effect of job type (high vs low customer contact job) on the job suitability ratings of an acid attack survivor candidate. Results show that job type has a main effect on the overall suitability rating. The findings from our study have implications for the literature on stigma and managerial practice. This paper is the first research aimed at understanding the employment access outcomes for acid attack survivors.

### Keywords:

Acid Attack, Stigma, Discrimination, Diversity Inclusion, India

## Impact of interactional justice on workplace inclusion - role of promotive and prohibitive voice behavior

Dr. Rohini S Nair<sup>1</sup> and Dr. Smitha Rajappan<sup>1</sup>

<sup>1</sup>Bhavan's Royal Institute of Management, Cochin

### Abstract:

**Purpose-**The purpose of this study is to assess the impact of Interactional Justice on Workplace inclusion and examine the role of Promotive and prohibitive voice behavior of employees in Healthcare service organization.

**Design and Methodology-** The data were collected from 153 nurses in various hospitals using a structured questionnaire. Partial least squares based structural equation modelling was used to analyze the data

**Findings –**The result indicated that Interactional Justice has a positive impact on Work Place Inclusion. Also promotive and prohibitive voice were found to be a significant mediator in Interactional Justice and Workplace inclusion relationship.

**Social Implication-** Digital workplace enhances employee interaction and encourages effective teamwork

### Keywords:

Interactional Justice, Healthcare Employees, Workplace Inclusion, Promotive voice behavior, Prohibitive voice behavior and Mediator



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## Work life balance and Occupational stress among employees in times of the COVID-19

Swati Vispute<sup>1</sup>

<sup>1</sup>Symbiosis Institute of Management Studies, Pune

### Abstract

Work life balance has gained more importance in the current scenario than ever before. In testing times like the Covid-19 pandemic, when the world is already going through a lot and mental peace and health has become a significant priority, this research paper aims to get familiar whether the human organisation has been able to reduce the occupational stress and keep up an equilibrium between their individual and professional lives. Now, when work from home is the new organisation and the living area has become the new desk, the curiosity to know whether they have been able to harmonise this relationship is what the paper aims to establish.

### Keywords:

Work life balance, Occupational stress, Telecommuting and Pandemic

## Influencing factors of organizational commitment for nurses in China

Sangeetha Lakshman<sup>1</sup> and Ruthann Cunningham<sup>2</sup>

<sup>1</sup>Winston-Salem State University, United States

<sup>2</sup>Utah Valley University, United States

### Abstract

Fostering nurses' organizational commitment is important. However, we still have little understanding of the influencing factors and their determinants on Chinese nurses' commitment as China is unique in terms of culture, values, and norms. This study explored the extent of nurses' organizational commitment, including individual factors that have an impact on performance. Interviews were conducted with 251 nurses including nurse managers from four top-tier hospitals in Shanghai. Using the critical incident technique, we compared organizational and individual factors among nurses from different hierarchies and identified two core themes that distinguished the nurses' commitment level: macro factors (organizational) and micro factors (individual). Findings revealed that Chinese nurses were moderately committed to their employers. Nurses' positions correlated significantly with the perception of challenges and motivation to work within the organization.

### Keywords:

commitment, China, hospitals, nurses, organizational factors, individual factors, and performance.

## Track 11: Information Systems and Decision Sciences

### Trackchairs:

Dr. Jang Bahadur Singh (IIM Tiruchirappalli)

Dr. Abhinav Sharma (SBM-NMIMS, Mumbai)

## **Social media use, absorptive capacity, and sensing-seizing capabilities of managers**

Siddharth Majhi<sup>1</sup>

<sup>1</sup>Indian Institute of Management Amritsar

### **Abstract:**

The use of social media (SM) tools in the workplace has become pervasive and ubiquitous. However, there is still an academic debate on whether SM use adds value to managers in terms of useful work outcomes. In this paper, I address the under-researched aspect of the impact of SM use on important managerial capabilities (individual absorptive capacity, managerial sensing capability, and managerial seizing capability). Using survey data from middle and senior managers employed in various knowledge-intensive industries in India, I find empirical support for most of the hypothesized relationships. This paper contributes to the literature on business value of social media, social media use, and social media-enabled managerial capabilities. Also, the findings have important managerial implications. Limitations and avenues for future research are also discussed.

### **Keywords:**

Social media, absorptive capacity, sensing, seizing, business value of IT

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## An empirical study of practitioners to identify the critical factors driving the adoption of Artificial Intelligence in marketing, using Grey DEMATAL approach

Srikrishna Chintalapati<sup>1</sup> and Shivendra Kumar Pandey<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Rohtak

### Abstract:

Artificial Intelligence (AI) enabled approach to Marketing has been increasingly gaining the attention of global marketers and academicians. Contemporary marketing started looking at AI as a channel of value creation than just as a modern technology platform that helps do the job better. The body of extant research extensively evaluated and qualitatively substantiated the pertinence, prominence, and dominance of AI's proliferation into the marketing territory. However, the availability of research based on real-life practitioner data is extremely limited in this domain. This survey tries to address this research gap. This study tried to address the aforementioned research gap with a two-pronged approach. One, as a grey DEMATAL-based approach to quantitatively evaluate the impact of AI on contemporary marketing; Two, as a first-of-its-kind study, establishes Industry validation of the driving factors of AI adoption derived from the baseline qualitative data of extant research. The scope of the study was limited to Financial Services. With a combined qualitative and quantitative approach to the research process, the study identifies 1) Enhancing customer experience by personalization at scale 2) Increasing Marketing efficiency 3) Driving Positive Brand Engagement, are the most powerful causal factors driving the accelerated adoption of AI-powered approach in contemporary field marketing. This research identifies the key enabling drivers of AI adoption in Marketing and the moderating effect of various independent variables driving this agenda. It contributes to understanding the expert perceptions regarding the adoption of AI in marketing from the lens of a financial services domain marketer.

### Keywords:

AI-powered marketing, Marketing Automation, Personalization, Marketing Efficiency, Segmenting and customer profiling, Forecasting, Strategy, Collaborative Intelligence.

## Decoding Bezos to Decipher the Tone at the Top of Amazon

Ruksana Ashraf<sup>1</sup> and Mavoothu D<sup>1</sup>

<sup>1</sup>Cochin University of Science and Technology

### Abstract:

The tone at the top of an organization has a strong influence over the culture an organization acquires over its course of life. The concept of tone at the top has been considered important for legitimization purpose and has been studied much from the perspective of accounting and audits. We borrow the concept to understand how it influences the creation of culture in a highly innovative organization. Tone at the top is highly revelatory of the mental models of the leaders in an organization. By using Computer Aided Text Analysis, we analyse the shareholder letters composed by the founder and former CEO of Amazon, in an attempt to decipher the tone at the top of this highly innovative organization.

### Keywords:

Tone at top, Amazon and Computer Aided Text Analysis

## Modelling Enablers of Blockchain Technology in Digital Payments: An integrated EFA-TISM Approach

Shivani Jain<sup>1</sup>, Sachin Choubey<sup>1</sup>, and Rachita Gupta<sup>1</sup>

<sup>1</sup>Indian Institute of Management Kashipur

### Abstract:

Digital payments have burgeoned over the last few years as governments across the globe hinge on digital payments to ensure tax compliance and in turn revenue generation. Blockchain technology (BCT) has been suggested as a futuristic technology that can contribute to the betterment of the whole landscape around digital payments. However, academic literature evaluating such a conjecture is scant and demands further investigation. Building on transition management theory, this research tries to address this issue through modelling the enablers of BCT adoption in the context of digital payments for the transition from traditional centralised database to blockchain-based decentralised database. Having limited evidence about the underlying factor structure of these enablers, the three-level transition management approach for these enablers is affirmed using Exploratory Factor Analysis (EFA). It also proposes the causal relationships, hierarchical structures, and interdependencies among them using Total Interpretive Structural Modelling (TISM) technique. In doing so, it highlights the role of 'prompt and reliable blockchain-based digital payments (BDP)' to achieve enhanced customer experience to make blockchain adoption successful for payment interfaces. Finally, the study contributes to the idea and facilitates policymakers of payment interfaces in acknowledging the crucial enablers of adopting blockchain in digital payments era to analyse the hierarchy and cause-and-effect links.

### Keywords:

Digital payments, Blockchain adoption, Three-layered Framework of Transition management, Exploratory factor analysis and Total interpretive structural modelling

## Six technologies driving digitalization of industrial warehouses

Prakash Agrawal<sup>1</sup>, Praveen Nagesh<sup>2</sup>, Sonu Navgotri<sup>2</sup>, and Ravi Sharma<sup>2</sup>

<sup>1</sup>Motilal Nehru National Institute of Technology, Allahabad

<sup>2</sup>Rewa Engineering College, REWA

### Abstract:

The ascending rise of omnichannel shopping and constantly increasing demand for faster delivery of products are redefining the distribution of products to end customers. The growth of the internet facilitates buyers to shop through multiple channels, which created the need for more intelligent warehouses to serve today's connected buyers. In this paper, authors tried to explore the implications of Industry 4.0 technologies like Augmented Reality, Autonomous Robotics, Internet of things, blockchain, Drones, etc., to drive a smart, adaptive, agile, and productive warehouse. The objective is to present the most applicable technologies which a firm needs to deploy for the digitalization of warehouses, what the processes or operations of warehouses will get reformed by those technologies, and what benefits can leaders expect from their investments? This study will assist managers in realizing the importance of adopting new digital technologies in warehousing operations and make them take the initiative to realize its benefits.

### Keywords:

Industry 4.0, Digitalization, Smart Warehousing, Digital Technologies



# Heterogeneous effect of Affordable Access on Level of Digital Sophistication: Indian Insights through Data-Driven Analytics Approach

Jang Bahadur Singh<sup>1</sup> and M Vimalkumar<sup>2</sup>

<sup>1</sup>Indian Institute of Management Tiruchirapalli

<sup>2</sup>Indian Institute of Management Calcutta

## Abstract:

The objective of this study is to examine the heterogeneous impact of affordable access to the internet. We argue that the extant theorization of the digital divide conceptualizes mostly a direct and linear effect of socio-economic factors influencing the digital divide, overlooking the intertwined and complex nature of the phenomena. Hence, they suffer from significant limitations in terms of not aligning with the evolving nature of the digital divide. This study argues and showcases that a data-driven analytics approach can shed significant light on the complex heterogeneous impact of various socio-demographic factors influencing the digital divide. We utilize a decision tree-based data-driven analytics approach to study the introduction of high-speed low(no)-cost internet service offered by Jio in India, on heterogeneous usage pattern across different subgroups of the population. The results depict complex interactions among the socio-economic variables in determining usage behaviour, that have significant theoretical and practical implications.

## Keywords:

Digital Sophistication, Data-driven Approach, Decision-tree, Heterogeneous Impact and Jio-effect



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## Leveraging Artificial Intelligence and Human Intelligence for HRM in Uncertainty: A COVID-19 Research Agenda

Surabhi Singh<sup>1</sup>, Sushanta Kumar Mishra<sup>2</sup>, Kunal Kamal Kumar<sup>3</sup>

<sup>1</sup>Indian Institute of Management, Indore

<sup>2</sup>Indian Institute of Management, Bengaluru

<sup>3</sup>Indian Institute of Management, Udaipur

### Abstract

The current study aims to present a new perspective on HRM functions during uncertainty. We present a novel framework of 'AI-HI synergies' across three critical HRM functions, viz. talent acquisition, skill development, and performance appraisal. We root our framework in dynamic capability literature. In doing so, we highlight the importance of AI and HI in building dynamic capabilities for organizations across all three stages, viz. sensing, seizing, and shifting. Our focus is to trigger fresh debates on AI's application to HRM and the need to balance AI and HI to create synergies that can help to achieve dynamic capabilities for organizations.

### Keywords:

Artificial Intelligence, COVID-19, Dynamic Capabilities, HRM, Human Intelligence, Uncertainty

## **Bibliometric analysis of trend of blockchain technology in information technology sector**

Dr. Harleen Kaur<sup>1</sup> and Vishav Kirti<sup>1</sup>

<sup>1</sup>University of Jammu

### **Abstract:**

This study aims at analyze the trend of blockchain in information sector from 2018 to 2022. Using one of the most popular databases, many publications on blockchain and industry 4.0 were retrieved. Between 2018 and 2022, the research articles are taken into account. The Scopus Analyzer is used to obtain analysis of documents based on factors like year, source, country, and so forth. In our study, a database search produces a total of 274 publications about blockchain and IT sector during 2018-2022. Static study reveals that the most articles have been published in recent years, with the biggest number of documents coming from India. The Scopus keyword search results with the greatest number of authors, documents, countries, affiliations, etc. are statistically assessed and show the topic's potential.

### **Keywords:**

Blockchain, internet of things, information technology sector.

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## Leveraging Artificial Intelligence: The Machine/Human Agentic Impact on Evolving Practices in Learning & Development

Debolina Dutta<sup>1</sup> and Anasha Kannan Poyil<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Bangalore

### Abstract:

The practices and processes enabling learning within organizations have emanated from human agencies and led to structures and protocols for building a learning culture. Technological advancement has seen the increasing adoption of artificial intelligence (AI) in various domains of human resource management (HRM) (including the use of bots, natural language processing, machine learning, and the emerging acceptance of metaverse). Using the lens of technology in practice, we examine the machine agency and its impact on structures and practices within learning and development (L&D). We adopt a qualitative approach and interview 24 HR leaders in the L&D function of global organizations. Deploying Gioia's methodology for qualitative analysis, we eventually theorize about the socialization of human-to-human and machine-mediated human interactions to develop the four emerging structures of how human-machine conjoined agencies support L&D.

### Keywords:

Learning & Development (L&D), Artificial Intelligence (AI), Human-Machine Agency, Technology in Practice, AI adoption, AI-driven learning

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## Super app Adoption by Understanding the Hedonic and Utilitarian Values

Shubham Gupta<sup>1</sup> and Abhishek Abhishek<sup>1</sup>  
<sup>1</sup>IMT Ghaziabad

### Abstract:

A super app provides users access to a large number of services through one app. Initially considered a Chinese and Asian phenomenon, super apps are increasingly being developed and promoted by standalone players and brands across the globe. Despite being global phenomenon there is scant research on super apps and its adoption process. This study examines the impact of hedonic and utilitarian values on the super app adoption and how the different type of value differs across regulatory focus of super app user. This study contributes to research by examining the importance of hedonic and utilitarian values for a super app user. This paper presents the theoretical explanation for the study. We are currently working on the data collection. We will present the findings of the study in the conference after the data analysis.

### Keywords:

Super app, Hedonic value, Utilitarian value, Regulatory focus and App adoption

## Track 12: International Business and Strategy

### Trackchairs:

Dr. Surender Munjal (University of Leeds)

Dr. Alaknanda Menon (SBM-NMIMS Mumbai)

## The Many I's Of I-Businesses – Influencers Initiating Internationalization

Magdalena Viktora-Jones<sup>1</sup>, Sumit Kundu<sup>1</sup>, and Siddharth Upadhyay<sup>1</sup>

<sup>1</sup>Florida International University

### Abstract:

Pure digital platform firms, also called ibusinesses, are disrupting the traditional business models, requiring many firms to reconfigure their organizational structures to stay competitive. To grow without liabilities of outsidership and increase performance, ibusinesses attempt to be more visible and popular within and outside their home country by relying on consumer-generated content as well as preconceived advertisement through social media platforms. Here, we propose that ibusinesses are likely to internationalize better when using social media influencers, who are seen by consumers as trustworthy testers of products and services and can therefore be defined as third-party endorsers. Influencers can increase brand awareness, engagement, and loyalty in a desired target segment, but can also negatively affect a brand's legitimacy with negative reviews. Hence, social media influencers can increase firm-specific advantages and act as a catalyst to the international market. Moreover, the ecosystem around the platform also benefits from improved internationalization through influencers.

### Keywords:

I-Businesses, Digitization, Digital Economy, Internationalization, Social Media Platforms, Social Media Influencers, Business Ecosystem

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## A study on Knowledge Acquisition and Autonomy of MNC Foreign Subsidiaries in Korea

Hami Usta<sup>1</sup>, Marcelo J. Alvarado-Vargas<sup>2</sup>, Dasol Sim<sup>1</sup>, and Tareq Alharbi<sup>1</sup>

<sup>1</sup>Florida International University

<sup>2</sup>University of Toledo

### **Abstract:**

The objective of this study is to examine the relationship between MNC foreign subsidiaries' knowledge acquisition and their autonomy from the perspective of organizational learning. Foreign subsidiaries can acquire bargaining power in a relationship with headquarters through knowledge acquisition and increase their autonomy in decision makings. Based on its sources, MNC subsidiaries' knowledge acquisition is classified into internal knowledge acquisition, external knowledge acquisition from headquarters, and external knowledge acquisition other than headquarters. This study analyzes the effects of three different sources of MNC subsidiaries' knowledge acquisition on the autonomy of subsidiaries.

### **Keywords:**

MNC, Subsidiary, Autonomy, Organizational learning and Knowledge acquisition



## Emnes' low investment-high involvement entry strategy in other emerging markets

Rishiraj Kashyap<sup>1</sup>, Prakash Satyavageeswaran<sup>2</sup>, and Elizabeth L. Rose<sup>2</sup>

<sup>1</sup>Ivey business school, Canada

<sup>2</sup>IIM Udaipur

### Abstract:

Literature on the expansion of emerging-market multinationals (EMNEs) often suggests that EMNEs tend to prefer to invest in markets with weaker institutional environments to take advantage of their experience with home institutions. Most such studies have focused on equity-based entry modes, with less attention to non-equity modes and the nature of managerial involvement in these operations. Through an inductive multi-case analysis of eight Indian EMNEs, we find that they predominantly chose non-equity modes in emerging markets, utilizing contractual partnerships with local firms, while maintaining strong involvement in partners' local operations and with end-users. The ability for high operational involvement without equity investments indicates the benefit of EMNEs' relational assets in the emerging-to-emerging context. In most cases, the low investment/high involvement approach persists, even after often decades of engagement, suggesting its use as a steady state strategy rather than an incremental one. Based on these insights, we conceptualize the idea of a “low investment-high involvement” entry strategy and discuss its theoretical implications for the international business and strategy literatures.

### Keywords:

Emerging Market Multinationals, Emerging Markets, Entry Strategy, Foreign Direct Investment, Managerial Involvement.

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## Theoretical Explanation of Evolving Nature of Linkages between International and Domestic Indian Firms for Complementary Access to Technology & Markets

Akshay Bhat<sup>1</sup>

<sup>1</sup>Goa Institute of Management, Goa

### Abstract:

The Indian commercial vehicle industry has been dominated by Joint Ventures. This paper tries to understand the Joint Ventures formation, success, survival and failure through three dominant theoretical lenses of Strategic Behaviour, Transaction Cost and Resource Based View. It is proposed that formation, success and survival can be explained through different theoretical lenses. Joint venture formation is best explained through Strategic Behaviour and success through Resource Based Perspective; however, we found inconclusive evidence for Transaction Cost theory. The study was done by creating small cases of all twenty-two joint ventures from various secondary sources. The paper does not follow traditional hypotheses-based methods but bootstrapping of logic to choose one theory over other. This exercise, attempts to make theories more relevant and also, to practitioners showcases directions that when used in the right context theories provide deep insights enabling more confidence in their decisions.

### Keywords:

Theoretical Relevance, Theoretical Explanations, Technology Exchange, Strategic, Alliances, Joint Ventures

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## Competition and International Business: Review and Research Agenda

Sowmya Kannan<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Indore

### Abstract

Understanding competition among firms is critical particularly when firms go global. We review and synthesize the theoretical and empirical work in strategic management, international business and international business journals considering competition in international business. We classify literature into competition among domestic firms, among foreign firms and between domestic and foreign firms in home and host countries. Through our analysis, we identify avenues for future research.

### Keywords:

Competitive dynamics, International business, Competition.

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## Board interlocks and innovation: a resource dependence view

Deepali Dhingra<sup>1</sup> and Neeraj Dwivedi<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

### Abstract:

The existence of interlocking directors on firm boards is known to affect board functioning, and this topic has attracted the attention of corporate governance scholars in recent years. The board's innovation decision is crucial, and the presence of interlocking directors may impact this decision. This study intends to determine the effects of board interlocking on innovation by examining the influence of interlocking directors' presence on firms' exploratory innovation projects, as viewed through the lens of resource dependence theory. We suggest that board interlocks promote discovery up to a certain point. Moreover, a positive moderating influence of board ownership, average board tenure of directors, and the number of similar industry positions previously held by directors is proposed on the interlock-innovation link.

### Keywords:

Innovation, Corporate Governance, Boards of directors and Interlocking directorates

## Replacement of professional CEOs in Indian firms: Divergence between directors' achieved and ascribed status-identities

Suyash Garg<sup>1</sup> and Ya Lin<sup>2</sup>

<sup>1</sup>University of Texas at Dallas

<sup>2</sup>Chinese University of Hong Kong

### Abstract:

Extant research in developed economies argues that board composition affects CEO replacement. However, less is known about emerging economies, specifically India—a context subject to changing institutional forces that threaten the rigidity of its unique social structures, in which the locus of value creation has been historically embedded. Here, firms' directors have not only an achieved status-identity based on modern institutions (higher education) but also an ascribed status-identity through tradition-based institutions (caste). Bridging the institution-based view with uncertainty-identity theory, we study how board-level divergence between achieved and ascribed identities of directors on a firm's board may split the board into subgroups (achieved and ascribed) with each subgroup exhibiting opposing ideological pushes regarding the board duties of resource provisioning, monitoring, and advising CEO, thus precipitating tensions and conflicts, and influencing CEO replacement. Using panel regression analyses on 7,548 firm-year observations between 2010 and 2018, we find that in the Indian institutional environment, such a divergence is associated with CEO replacement and that this effect is subject to both internal (family ownership) and external contingencies (environmental complexity). Our findings carry important implications for corporate governance in emerging economies with complex social structures.

### Keywords:

Boards, institution-based view, status-identities and emerging economies.

## **Impact of foreign investments and vulnerability of incumbent firms on announcement returns to cross-border acquisitions: An emerging market perspective**

Manish Popli<sup>1</sup>, Sowmya Kannan<sup>2</sup>, and Mehul Raithatha<sup>3</sup>

<sup>1</sup>Indian Institute of Management, Indore

### **Abstract:**

In emerging economies, following the implementation of market-efficiency reforms, an influx of investments by resource-rich foreign firms prompts incumbent firms to engage in competitive response actions of cross-border acquisitions. In this study, we propose and find support for the idea that cross-border acquisition announcement returns will be greater for firms in industries that receive more foreign investments. Furthermore, we advance the impact of incumbent firms' vulnerability on the baseline relationship, as assessed through their domestic market dependence and performance attainment discrepancies. The empirical findings support our theoretical model and demonstrate the integrative role of the industry- and firm-level determinants in influencing market reactions to cross-border acquisitions by firms from emerging economies.

### **Keywords:**

Announcement returns, Cross-border acquisitions, Emerging economies.

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## Environmental Effects of Foreign Direct Investment in India: Pollution Haven or Pollution Halo?

Nikhila Raghavan<sup>1</sup> and Dirk Holtbrügge<sup>1</sup>

<sup>1</sup>Friedrich-Alexander-Universität Erlangen-Nürnberg

### Abstract:

With the climate crisis gaining momentum, this research provides valuable theoretical insights and policy recommendations for the third largest polluting country to reduce its carbon emissions. Based on the Pollution Haven Hypothesis, the causal relationship between Foreign Direct Investment and environmental degradation is evaluated for India. The three most polluting industries are analyzed, from the year 2006 to 2018, with the Granger causality test. Our results provide evidence of bi-directional causality within the manufacturing industry. Pollution Havens exist within the manufacturing and transportation industry. The indication of the existence of bi-directional causality adds to the understanding of the endogenous relationship between FDI and environmental degradation and the industrial analysis indicates the importance of heterogeneity for the pollution haven hypothesis. Based on our results we provide policy recommendations, which would not only have an impact for the Indian environment but could aid in the reduction of global pollution levels.

### Keywords:

Foreign Direct Investment Policy, International Trade, Causality, Pollution Haven Hypothesis.

## Medical Tourism: A Transaction Cost Economics Perspective

Kiran Mahasuar<sup>1</sup>, Pallikara Rameshan<sup>1</sup>, and Rajesh Upadhyayula<sup>1</sup>

<sup>1</sup>IIM Kozhikode

### Abstract:

Medical Tourism is a promising segment within the competitive and price-sensitive healthcare sector and is witnessing disruptive growth globally. It is also an intriguing research domain as it seeks to integrate the twin objectives of healthcare and tourism in a transnational context. This paper sets out to develop a set of exploratory propositions based on the theoretical paradigm of transaction cost economics (TCE) theory. The paper examines, first, whether specific-assets-based transactions create significant competitive advantages vis-à-vis generic-assets-based transactions in healthcare settings and, second, how the governance of these assets affects service quality and customer outcomes. The study finds that investment in specific assets is associated with higher satisfaction and better service quality, thus, building a strong case for specific assets vis-à-vis generic assets. Furthermore, the study also supports the relational form of governance as the most suitable mechanism given the uncertainty, asset specificity, and potential hold-up problems.

### Keywords:

Transaction Cost Economics, Medical Tourism, Asset Specificity and Hold up Problem



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## Delving into the Microfoundations of Strategy: The Potential Role of Meaningful Work in Managerial Cognition

Nitesh Bhat<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Bangalore

### Abstract:

Microfoundations of strategy are central to strategy formation, which is a key determinant to why some firms succeed in a competitive environment. In this conceptual paper, I delve into microfoundations of strategy through the conduit of managerial cognition and cognitive capabilities. While extant research has emphasized the importance of managerial cognition in strategy formation and dynamic managerial capabilities, little is known about how firms can enhance it. I argue that managerial cognition is enhanced through meaningful work for the firm's managers. To demonstrate, I derive theoretical propositions to integrate process models of managerial cognition with constructs from meaningful work, using theories in psychology, organizational behavior and strategy. My contribution is to integrate siloed research between managerial cognition and meaningful work, explore antecedents of managerial cognition and also respond to recent calls to better understand microprocesses in strategy.

### Keywords:

Managerial Cognition, Meaningful Work, Strategy Formation, Microfoundations Of Strategy

## Competence in the Time of Corruption: Challenges in Inferring Causality

Suyash Garg<sup>1</sup>

<sup>1</sup>University of Texas at Dallas

### **Abstract:**

Prior research argues that corruption hampers economic performance of firms by inducing uncertainty regarding investments and diversion of productive resources. In this paper, we build theory regarding how corruption may constrain a focal firm's learning from competitor firms by increasing interfirm causal ambiguity. Corruption, because of its secrecy and arbitrariness, however, poses a challenge for drawing causal inferences between the competence and performance linkage of competing firms. Using research on complexity, we highlight the challenges in a focal firms' perception of the possibility and extent of organizational embeddedness of corruption by its competitors, thus heightening casual ambiguity between firms. Thus, we bridge institutions-based view and resource-based view by arguing that corruption shapes a firm's perceptions of its competitors' competence, and thus, its learning. In our theory, corruption influences heterogeneity of performance among firms, not by preferential access to resources, but by heightening a focal firm's causal ambiguity regarding the possibility, nature, extent, and pattern of linkages among corruption, competence and performance of its competitors. As a result, corruption may generate rents for some firms whether they engage in corruption or not.

### **Keywords:**

Corruption, Learning, Complexity

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## Effect of Crime Risk on Innovation by Emerging Market Firms

Mona Bahl<sup>1</sup>

<sup>1</sup>Illinois State University

### Abstract

Crime is an unpleasant reality but a critical factor that influences global business activity. Extant studies focus on strategies used by MNEs from developed countries to manage crime when operating in volatile host country environments. Less is known about the behaviour of domestic emerging markets firms (EMFs) in managing crime risk. This study draws on behavioural decision theory to explore if domestic EMFs engage in innovation to mitigate the possible adverse effects of crime risk. Empirical testing using World Bank BEEPS survey data shows a positive relationship between perceived crime risk and innovation likelihood of EMFs. Foreign competition and informal competition moderate the direct relationship such that it is weakened by foreign competition but strengthened by informal competition in emerging economies. This study contributes by providing novel insights into the direct and indirect response of domestic EMFs to perceived crime risk.

### Keywords:

Crime Risk, Innovation Likelihood, Foreign Competition, Informal Competition, Emerging Economies

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## Communication Solutions for Multinational Management: Developing a 20-20 Culture - Communication Template Tool

Apoorva Bharadwaj<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Calcutta

### Abstract:

The paper deals with intercultural business communication challenges that complicate discourses in multinational organisations. The paper explores the cultural incompatibility problems with their corresponding cultural dimensions extracted from the seminal theories of intercultural management to identify training needs for multinational managers. The fulcrum of this work rests on the salient value orientations that lead to communication collapses when managers from different countries fail to accomplish optimal cultural attunement in their narratives and script their conversations with ethnocentric biases. To counter these debilitating stressful intercultural conversations, the author presents an innovative training solution of '20-20 culture-communication template tool' for coaching managers for effective production of ethno-relative dialogues across diverse geo-cultural economies. This culture tool uses a 20-point culture questionnaire format with the complementary application apparatus of 20 culture sensitivity programmes that organisations can undertake for tutoring multinational managers with global job portfolios for forging successful intercultural coalitions in plural work spaces.

### Keywords:

Intercultural business communication, Training and Geo-cultural economies

## Internationalization speed of born-globals: a systematic literature review

Dinesh Prabhu<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Tiruchirappalli

### Abstract:

Scholarly interest in born-global (BG) firms is blossoming considering their unique operating process, which contradicts the traditional gradual internationalization model. There is an increase in the number of BG-focused articles appearing in leading IB journals, where scholars are studying the speed of internationalization as a construct that differentiates BGs from traditional firms. This research provides a systematic literature review of 62 publications focusing on the internationalization speed of BGs in leading international business (IB) journals between 2002 and 2022. From a miner's perspective, a mind map generated using NVIVO illustrates four themes: Social Capital, Organizational Learning, International Experience, and Institutions. From a prospector's perspective, this paper presents an overview of dynamic institutions and the role of corporate governance in the internationalization speed of BGs as future research directions.

### Keywords:

Born-global, Internationalization speed, Content Analysis, Social Capital, Organizational Learning and International Experience

## Findings from Strategic Alliances in the Indian Automotive Industry

Dr. Akshay Bhat<sup>1</sup>

<sup>1</sup>Goa Institute of Management, Goa

### **Abstract:**

Literature on technological transfers in alliances has focused primarily on the technology transfer in alliance dyads, or in multi-party alliances with little insights on the phenomenon of alliance portfolios which are quite common in business world. Multiple strategic partnerships entered by one firm and therefore conditions of simultaneous preponderance of Cooperation and Competition at the same time, is ever more complex to work for partners involved, because there may be firms who would be co-operating with a few players, whose other partners may be direct or indirect competitors. Addressing the above gap, in this study we investigate what drives firms to establish alliances for the purpose to access or acquire technology and how they manage the same. We investigate the evolution and management of technology alliance pattern of six firms in the Indian commercial vehicle industry, which provides a natural experimentation setting for this study.

### **Keywords:**

Joint Ventures, Alliance Portfolios, Indian Automotive Industry

## Changes in Top Management and Shift in Strategy – A Comprehensive Study

Deepak Puliyoili<sup>1</sup>

<sup>1</sup>Amrita Vishwa Vidyapeetham, Coimbatore, India

### Abstract:

Organizations operating successfully and those in a declining stage both resort to changing their CEO/MD and or TMT as part of countermeasures to sustain competitive advantage and growth or for turning around declining performance. This paper intends to comprehensively study the shift in organizational strategy including business models, the impact top leadership make in altering the organizational strategy, other factors that influence strategic shift and how organizational culture and CEO personality affect the organization as a whole. This study will be a longitudinal one.

### Keywords:

CEO succession, Strategy, Culture, Performance, Personality

## Track 13: Leadership

### Trackchairs:

Dr. Roopak Gupta (IIM Kozhikode)

Dr. Manjari Srivastava (SBM-NMIMS Navi Mumbai)



## Leadership Practices for Managing Subsidiary Identity

Deborah Mireles<sup>1</sup>, Pamela Sharkey<sup>2</sup>, and Scott Josephine Igoe<sup>1</sup>

<sup>1</sup>University of Galway

<sup>2</sup>Dublin City University

### Abstract:

This paper examines how subsidiary leaders manage identity dynamics to achieve both distinctiveness and sameness within the MNC. Drawing on 30 interviews across five subsidiaries, we reveal how subsidiary leadership practice navigates across four identity domains: distinct subsidiary identity, nested subsidiary identity, covert subsidiary identity and individual identity. This paper advances our understanding of the complexities of identity within the MNC and identifies the subsidiary leadership practices to achieve alignment and legitimacy (or not) within the organisation.

### Keywords:

Subsidiary, MNC, Identity, leadership, middle managers

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## Organizational Resilience – Understanding the genetics of it

Santo Biswas<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Kozhikode

### **Abstract:**

In the face of a Crisis/disaster, organisations react variously as a response to the fall out precipitated by it, with an intent to survive, revive and thrive. The concept of organisational resilience is still on its journey of maturity and the recent pandemic has spurred emergence of rich source of data and research work from across the globe, with scholars contributing to it's conceptualisation and measure. The paper seeks to synthesize knowledge from the academic world with the insights secured from industry leaders to propose a framework that how resilient organisation respond to a disaster/crisis and then going beyond to identify the underlying factors, that are fundamental to creation of a resilient response framework i.e. the genetics of a resilient organisation : Transformational leadership, Experiential Diversity, Resource Backing & Strategic Human Resource Management Systems.

### **Keywords:**

Disaster, Resilience, Framework, Transformational Leadership, Experiential Diversity, SHRM and Resource Backing

## Well-Being and Employee Performance- Research Insights from a Bibliometric and Thematic Perspective

Shipra Pandey<sup>1</sup> and Jayashree Mahesh<sup>1</sup>

<sup>1</sup>Birla Institute of Technology and Science, Pilani (BITS Pilani)

### Abstract:

There is a paradigm shift in HRM over the past few years due to advancements in technology, globalization, heterogeneity in workforce, and an increase in competition. Hence, there has been significant research focused on employee-oriented HRM practices, especially employee well-being. This study provides recent trends in employee performance and well-being research using bibliometric networking and thematic analysis. This paper aims to identify inferential networks using keywords, citations, and country-wise analysis. Seven themes were identified in the “Employee Performance and Well-being” literature. Results showed that themes like 'Nature of work,' 'Organization Support,' 'Technology,' 'Work Environment,' 'Well-being-oriented Human Resource Practices,' and 'Quality of Life' have been given great attention as it has a crucial influence on individual performance at work. The contribution of this study is to provide key insights in order to enhance the performance of employees by paying attention to their well-being and future avenues of publications in this domain.

### Keywords:

Well-being, Employee Performance, Human Resource Management, Bibliometric analysis, Thematic Analysis

## Because Mental Health Matters: Decadal analysis for mental health budget in India

Areiba Arif<sup>1</sup> and Shreya Shrama<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### **Abstract:**

#### ***Background***

As per the National Mental Health Survey 2016, around 14% of the Indian population needed active mental health interventions. We analyse the trend of India's union budget allocations for mental health for 2012-2019, focusing on the financing of the National Mental Health Program (NMHP), District Mental Health Program (DMHP), and a few mental health institutes. The DMHP is supported by the flexible pool for non-communicable diseases (NCDs) under the National Health Mission (NHM). We specifically focus on important events, including the 16th General Elections, the National Mental Healthcare Act 2017, and the launch of the Ayushman Bharat.

#### ***Results***

Across the past decade, less than 1 percent of India's total health and family welfare budget has been dedicated to mental health services. Additionally, the majority (75-95%) of the total allocation for mental healthcare has been allocated to centrally funded mental health institutes, setting apart the remaining sum for tertiary-level activities under the NMHP. More than half of the funds under DMHP and NMHP remain unused each year.

#### ***Conclusions***

Despite the rising burden of mental illnesses in India, the direct budgetary allocations for mental health are notably insufficient. Government should not restrict financing for mental health services to a few central institutes. Instead, higher funding to mental health programs (DMHP and NMHP) could contribute toward accessible and equitable mental health care. The underutilization of funds under DMHP can be attributed to its unsuccessful integration with other schemes for NCDs. The government must tackle the consistent underutilization of funds for DMHP and NMHP.

### **Keywords:**

Mental Health, Budget, Financing and India

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## Life role salience through the kaleidoscope: Exploring the careers of Indian bureaucrats' spouses

Sumit Manderna<sup>1</sup> and Mridul Maheshwari<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Kashipur

### Abstract:

The study explores the factors of career disruption and subsequent adjustment patterns in the case of spouses of Indian bureaucrats. The challenges faced by non-bureaucrat spouses in supporting their partners varied, demanding and high responsibility job make their professional journey arduous. We aim to investigate the career disruption and career adjustment patterns that such representative individuals exhibit in the face of such challenges through semi-structured interviews. Findings suggests that the choice between career compromise, career adaptability, and career change is based on the preferences of the other partner, the individual's own ambition, opportunities at the helm, family support, etc. Our contributions are twofold: first, we offer insights on lesser-known phenomenon of career choice in a context that has not been given adequate attention, secondly, we deepen the understanding of career decisions amidst class-based couple dynamics. Finally, we discuss the theoretical and practical implications of the study.

### Keywords:

Career Adaptability, Career Disruption, Kaleidoscope Career Model, Life Role Salience and Civil Services

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## Testing the role of work-family interface between Zoom fatigue and wellbeing: A study of academics Moms in India

Sheema Tarab<sup>1</sup>

<sup>1</sup>Aligarh Muslim University

### Abstract

During the unprecedented times of the Covid crisis, the government and many employers recommended the use of ZOOM as a video-conferencing tool to resume work and organize meetings and events, the term 'Zoom fatigue' gained momentum simultaneously. While distance teaching has been practiced and researched for a while now, this massive radical move to online education is not only quantitatively but also qualitatively different. Undeniably, techno-driven work is a new reality, on one hand, it offers ample opportunities but on the other hand, the excess exposure of it may cause somatic outcomes and exhaustion. This study aims to understand the effect of Zoom fatigue on psychological well-being. Also, the work-family interface (i.e., work-family conflict, and family-work conflict) is tested in a moderating role. Empirical data from a cross-sectional study of academic moms in India provides evidence regarding the effect of zoom fatigue on psychological well-being, however, the work-family conflict shows a significant moderation effect between the hypothesized relationship, but the work-family conflict effect is insignificant. Results have been analysed using SPSS. 15v. Practical Implications are further discussed in the paper.

### Keywords:

Zoom fatigue, Wellbeing, Work-family conflict, Teleworking, Family-work conflict

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## **Transformational leadership and Teacher work performance: Mediating effect of Job autonomy and Trust in school principal, insights from senior secondary schools data, India**

Furkan Khan<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### **Abstract:**

The study proposed a parallel mediation model where job autonomy and trust in school principals were underlying mechanisms through which transformational leadership affects teacher work performance. The proposed framework was based on the social exchange theory. I tested the hypothesized model by using the cross-sectional data (N=755) based on four themes transformational leadership, trust, job autonomy, and work performance. The data was collected through an online survey from senior secondary school teachers in New Delhi, India. After establishing the reliability and validity of measures, the parallel mediation model (Model 4) was tested by using the SPSS process. The result of regression analyses using the Bootstrap confidence interval method indicates statistically significant results showing that trust in school principal and teacher job autonomy mediate the relationship between transformational leadership and teacher work performance. Limitations, implications, and future research directions were discussed at the end.

### **Keywords:**

Transformational leadership, Job Autonomy, Trust, Work Performance

## Demystifying Leadership in Virtual Teams: A Systematic Literature Review

Pranjali Chauhan<sup>1</sup>, Sumita Rai<sup>1</sup>, and Anil Anand Pathak<sup>1</sup>

<sup>1</sup>Management Development Institute, Gurgaon

### Abstract:

The COVID-19 pandemic and consequent lockdown restrictions induced an upheaval in traditional working methods, mandating a shift towards a virtual work setting. In this context, the current research was undertaken to explore the leadership competencies relevant to the new virtual workplace. The research aimed to synthesize existing literature on leadership in virtual teams and identify future research implications. The review involved screening 1267 articles which were screened basis of inclusion criteria, and abstract screening resulted in 101 articles for main text analysis, resulting in the final 29 articles being selected for systematic review. Basis the systematic review, the paper summarizes the key constructs studied so far and proposes a conceptual 6C model for leadership in virtual teams viz. Communication, Collaboration, Connectivity, Creativity, Culture, and Consideration. The findings expand the existing knowledge of e-leadership and propose future research directions based on the review. The research findings have implications for the completely or partially virtual teams and will add to the existing body of knowledge of the academic and practitioner literature that would aid leadership hiring and development for virtual teams.

### Keywords:

Leadership, E-Leadership, Virtual Teams



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## Team Innovation: The Role of Team Capabilities and Team Decision-Making

Anjali Singh<sup>1</sup> and Sumi Jha<sup>1</sup>

<sup>1</sup>National Institute of Industrial Engineering, Mumbai

### Abstract

Drawing on the team-member exchange theory, in this paper we examine the perceived relationship between team capabilities (knowledge management capacity, absorptive capacity, adaptive capacity) on team innovation and team performance and the mediating role played by team decision-making in explaining this relationship. Data were collected from 112 team members having experience in innovation and they were analysed using structural equation modelling and bootstrapping procedure. The findings reveal that team members' capability (knowledge management capacity, adaptive capacity) has a positive association with team innovation and team performance, and team decision-making mediates the relationship between team capabilities and team innovation. However, the study found no relationship between absorptive capacity and team innovation.

### Keywords:

Team innovation, Knowledge management capacity, Absorptive capacity, Adaptive capacity, Team-decision making

# Examining the Relationship between Spiritual Leadership and Employee's Innovative Work Behaviour: Mediating Role of Employee's Psychological Safety and Moderating Role of Individual Employee's Power Distance Orientation

Debanjana Deb Biswas<sup>1</sup> and Mohammed Abdul Nayee<sup>1</sup>

<sup>1</sup>ICFAI School of Business – Hyderabad

## Abstract:

Innovative behaviour is a decisive factor for organizational survival and development, in particular, it is a central asset to help organizations gain core competitiveness in today's dynamic business environment. Therefore, there is a need to figure out how to promote innovative employee behaviour in an organization. Previous research has demonstrated the importance of leaders in shaping employee innovative behaviour. Hence, we focus on spiritual leadership and investigate its role in developing employee innovative behaviour as it is a new-genre, value-based, and spiritual-centred leadership, which intrinsically motivates self and others through calling and membership. In the process, we examine the mediating role of employee's perceived psychological safety and an individual's power distance orientation to develop our propositions. This is a working paper for which we will require to carry on empirical analysis to provide for managerial and theoretical implications.

## Keywords:

Spiritual Leadership, Employee's Perceived Psychological Safety, Individual's Power Distance Orientation, Employee's Innovative Work Behaviour

## Building Psychological Safety in B-Schools: A move towards Innovation

Anusuya Yadav<sup>1</sup> and Dr. Deepika Pandita<sup>2</sup>

<sup>1</sup>Vivekanand Education Society's College of Arts, Science and Commerce

<sup>2</sup>Symbiosis Institute of Business Management Pune, Symbiosis International (Deemed University)

### Abstract:

The concept of psychological safety has gained the deserved attention in developed nations but for country like India where the concept is at nascent stage the study throws light on its prominent role in educational institutions unleashing the factors affecting psychological safety of academicians in B-schools. Semi structured interviews with 22 respondents were conducted using judgement sampling method. To examine the data, inductive content analysis was employed. The proposed conceptual framework for this qualitative grounded theory study is based on Input-Process-Output Model. The goal is to examine psychological safety process in teams by examining team innovativeness as an output variable, as well as autonomy, role clarity, inclusive leadership, support from management, and inclusive leadership as input variables. The findings stated the prominent need for psychological safety in the educational atmosphere as the educational sector has its far-reaching impact on society and also put forth psychological safety can lead to innovation.

### Keywords:

Psychological safety, B-Schools, Education, Inclusive leadership and Innovation

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## Bibliometric Analysis of Resilient Leadership: A Future Research Agenda

Laveena Dewani<sup>1</sup>, Prof. Sumi Jha<sup>1</sup>, and Nikhil K Mehta<sup>1</sup>

<sup>1</sup>National Institute of Industrial Engineering

### Abstract:

Given the dearth of comprehensive analyses in the existing literature, this systematic review, together with bibliometric analysis, attempts to adopt a methodical approach aimed at presenting the developing subject of resilient leadership. The study includes a survey and analysis of 210 publications that were published in SCOPUS between 2007 and 2022 using the programming languages RStudio and VOSviewer. Citation analysis, co-occurrences, and publishing trends have all been used to identify the key results in the field, any gaps, and different author collaboration networks. Organizational citizenship behaviour and psychological capital, leader well-being and self-esteem, Human Resource practices, and Resilient supply chains are the four main clusters identified by bibliographical coupling. Emotional intelligence, resilience, leadership development and organizational resilience are emerging themes that have been recognized. This study will assist academic and management scholars in understanding the fundamentals of resilient leadership and identifying the pertinent areas that require further research.

### Keywords:

Resilience, Resilient Leadership, Bibliometric Analysis, Crises, Future Agenda

## Impact of Transformational Leadership on Prescribed and Proactive Customer Service Behaviors of Frontline Service Employees

Hemang Jauhari<sup>1</sup>, Manish Kumar<sup>1</sup>, and Jayesh Pandey<sup>1</sup>

<sup>1</sup>Indian Institute of Management Ranchi

### Abstract:

Employees delivering frontline service are a significant part of the identity of a service organization. Their behaviors have a significant influence on key customer-related outcomes. Leaders are important organizational members who can influence employee behaviors significantly. Through this research, we try to enquire how transformational leadership (TFL) and behaviors of service employees (in-role or prescribed service delivery behaviors (PSDB) and extra-role or proactive customer service behaviors (PCSB)) are related. We conducted a mixed-method approach where we interviewed 25 employees and surveyed 685 employees working at frontline service from the IT services sector. The results of our study suggest a partial mediation of affective commitment in the relationship of transformational leadership and both service behaviors i.e., PSDB and PCSB. Role breadth self-efficacy emerged as a mediator between transformational leadership and PCSB. Future research directions have been discussed.

### Keywords:

Transformational leadership, Service delivery behaviors, Affective commitment, Prescribed service behaviors, Proactive customer service behaviors, Service employee management, Role breadth self-efficacy

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## The Double-Edged Sword of Mindfulness: A Conceptual Model on Managing Work Interruptions While Working From Home

Shilpa Chingam Thottathil<sup>1</sup> and Kapil Verma<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Kozhikode

### Abstract:

Our study proposes a conceptual framework based on the interruption typology for examining the differential impact of intrusions, distractions, and breaks on work-family balance. Based on the job-demand resources model and resource allocation theory of self-control, we propose that frequent intrusions and distractions act as demands that negatively impact work-family balance by increasing work-family conflict and decreasing work-family enrichment. In contrast, breaks are resources that enable the recovery experience of control and hence, increase work-family enrichment and decrease work-family conflict. Mindfulness acts as a double-edged sword in influencing the effects of intrusions, distractions, and breaks. In the case of intrusions, mindfulness acts as a cost by increasing the depletion of self-regulatory resources and deteriorating the work-family balance. On the other hand, mindfulness is beneficial in the case of distractions by acting as a resource minimizing the self-regulatory resource depletions and, thus, raising the work-family balance. Moreover, mindfulness is also beneficial for breaks, as it strengthens the recovery experience of control, thereby further improving work-family balance.

### Keywords:

Intrusions, Breaks, Distractions, Mindfulness, Work-family conflict and Work-family enrichment

## “Meaningful work and Compassion instrumental in determining Employee Happiness – A study on Indian IT professionals”

Deeksha Tewari<sup>1</sup>, Prof. Santoshi Sengupta<sup>1</sup>, Dr. Manish Kumar<sup>1</sup>, and Shikha Tewari<sup>1</sup>

<sup>1</sup>Graphic Era Deemed To Be University, Dehradun Campus, Uttarakhand, India.

### **Abstract:**

Employee happiness is a positive state that facilitates individuals and organizations to prosper and succeed. While there has been extensive research on employee happiness, its relationship with workplace spirituality (a relatively novel concept that is gaining increasing importance at workplace) and demographic characteristics has not received sufficient importance. In the following study, we investigate the relationships of employee happiness with four dimensions of workplace spirituality viz., compassion, meaningful work, mindfulness, and transcendence and selected employee's demographic variables (gender, age, marital status, qualification, work experience current salary) in the context of Indian IT industry. Data collected from 264 working professionals from IT sector practicing various forms of spirituality is analyzed using SPSS 23.0. Results indicate that employee happiness is determined by the presence of meaningful work and compassion as perceived by Indian IT professionals. Results also suggest significant relationships of demographic variables with certain dimensions of workplace spirituality and employee happiness.

### **Keywords:**

Employee happiness, workplace spirituality, demographic factors and Indian IT sector

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## Does education make local elected officials perform better? A case of gram panchayats in India

Gaurav Joshi<sup>1</sup>

<sup>1</sup>Laxman Singh Mahar Government PG College, Pithoragarh, UA

### Abstract:

In India, in keeping with constitutional provisions, some states have started prescribing educational qualification criteria for candidates contesting elections to Panchayati Raj- local self-government- bodies. The current study attempts to analyse whether educational qualification indeed enables a local elected official (LEO) perform better. The study was conducted in Uttarakhand state of India with a sample size of 128. Probability sampling was used. Results showed that educational background has a significant impact on the LEO's performance, with secondary education having the largest impact followed by tertiary education.

### Keywords:

Educational Qualification, Gram Panchayat, Gram Panchayat Pradhans, Local Elected Officials and Regression Analysis



## Work-family conflict and work engagement among construction professionals: Role of psychological contract breach and gender

Upasna A Agarwal<sup>1</sup>, Rupashree Baral<sup>2</sup>, and Mansi Rastogi<sup>3</sup>

<sup>1</sup>National Institute of Industrial Engineering, Mumbai

<sup>2</sup>Indian Institute of Technology Madras, Chennai

<sup>3</sup>Amity University Kolkata

### Abstract

Work-family conflict is rife among construction professionals leading to a significant negative impact on their work engagement. Building on an extant body of research, this study provides nuanced insights into the link between work-family conflict (WFC), work-life balance (WLB) and work engagement and identifies the boundary conditions of these relationships. Using an online survey, we collected data from 257 dyads of construction professionals and their immediate supervisors from a sample of five construction firms based in India. We found that WLB mediates the relationship between WFC and work engagement, and the relationship is controlled by professionals' gender and perceptions of psychological contract breach (PCB). An important finding is that PCB accentuates the negative influence of WFC on work engagement via WLB. Our study also reveals that the negative impact of WFC on WLB is stronger for women. This finding is relevant for construction firms since they are primarily dominated by men and continue to struggle to attract more women professionals. The study insights provide avenues to expand existing research on the relationship between WFC and work engagement and offer managerial implications for improving construction professionals' work engagement in the high-pressure context of the construction industry.

### Keywords:

Work-family conflict, work engagement, psychological contract breach, moderated-mediation

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## Coping With Burnout from a Job Demands-Resources Perspective

Aparna M Varma<sup>1</sup> and Rahul Sivarajan<sup>2</sup>

<sup>1</sup>Indian Institute of Management Kozhikode

<sup>2</sup>Tata Institute of Social Sciences Mumbai

### Abstract:

Job burnout faced by employees has several organizational and individual consequences. Recent studies have suggested the use of self-regulation strategies by the employees to deal with job burnout. This paper takes the job demands-resources framework to understand the cognitive evaluations done by the employees of the stressors before employing necessary coping mechanisms that could either be a problem-focused one or an emotion-focused one. The study presents a conceptual model that aims to look at both of these coping strategies and the mechanisms involved in them, in relation with the other factors (like personality of the employee and resilience) that may moderate this relationship between these coping strategies and effectively manipulate the job strain.

### Keywords:

Burnout, Coping, Problem-focused coping, Emotion-focused coping, JD-R model

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## An in-depth investigation of individualistic and collectivistic decision-making styles of c-suite leaders during crisis

Anjali Bansal<sup>1</sup> and Damini Saini<sup>2</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

<sup>2</sup> Indian Institute of Management, IIM Raipur

### **Abstract:**

Based on the grounded theory research, we develop a comprehensive plan of leaders' decision-making during a crisis and infer that leaders' choice of the individualistic or collectivistic styles of decision-making bases on the context of crisis. We reached out to 30 C-suite leaders during the first wave of COVID-19 for their response to various business situations. Based on grounded theory research, our research clearly indicates a bifurcation amongst the leaders' approach to decision-making and predicts that a crisis situation characterized by a high level of urgency and involvement of scarce resources encourages leaders to adopt a unilateral or individualistic approach to decision-making where most of the decisions are intuition-based, with a very little involvement of others except for high stake-holders. In contrast, the leaders' decision-making is proved effective in various crises and thus, having significant means and ideas to tackle the uncertain aspect of the crisis situation.

### **Keywords:**

Leaders' decision-making, individualistic versus collectivistic, excellence in decisions, crisis and COVID-19.

## Responsible leadership and stakeholders: a future research agenda

Priyanka Pathak<sup>1</sup> and Sumi Jha<sup>1</sup>

<sup>1</sup>National Institute of Industrial Engineering NITIE, Mumbai

### **Abstract:**

The study explores responsible leadership for receiving significant research interest in recent years. Numerous systematic, quantitative, and qualitative reviews on responsible leadership have been conducted. However, there is a lack of consensus about responsible leadership. This research seeks to identify this gap with the help of the bibliometric method for analyzing and visualizing the evolution of current trends in the study of responsible leadership. Scopus is used for the data collection on responsible leadership and patterns from 1999-2022. 247 articles were covered for bibliometric analysis by using R software. The results show responsible leadership behaviors concerning external and internal stakeholders. Literature also indicates that researchers are giving more attention to empirical studies about internal stakeholders, such as responsible leaders' impact on employee outcomes. Moreover, stakeholder theory's normative and instrumental perspectives are used with responsible leadership.

### **Keywords:**

Responsible leadership behaviors, Internal stakeholders, External stakeholders, Systematic literature review and Bibliometric analysis

# The development of leader-member exchange construct and the emergence of algorithmic leader-member exchange construct in gig economy

Deepanshu Wadhwa<sup>1</sup>

<sup>1</sup>Indian Institute of Management Calcutta, Kolkata

## Abstract:

This discussion's first objective is to review the construct of "leader-member exchange." Focusing on the construct's definition, construct measurement techniques used, and other psychometric properties, we have given a summary of the construct. We referred to papers from the last ten years (2012 to 2022) to observe the latest progress in this construct's specification and measurement elements. Then we move forward toward the second part of this paper. With the shift in work practices, many firms are hiring gig workers. Such firms do not work like traditional organizations where leader-member dyadic relationships exist. Instead, in gig economy firms, the workers have no direct supervision by human agents. The position of traditional leaders has been taken by algorithms, which take care of the needs and requirements of workers. In such a context, we want to check where the construct "leader-member exchange" stands. We have tried to fit the leader-member exchange construct in the gig economy world by introducing a new construct, "algorithmic leader-member exchange."

## Keywords:

Leadership, Leader-member exchange, Algorithmic management, The gig economy

# Moderating Role Of Transformational Group Leader On Social Loafing In Student Work-Groups: A Literature Review And A Theoretical Model To Understand How Situational Strength Affects Social Loafing

Shipra Shaiwalini<sup>1</sup>

<sup>1</sup>Institute of Management Technology, Ghaziabad

## Abstract:

Social loafing as a phenomena has been researched since 1913. However, most of the research has been done in organizational settings. This paper aims to investigate this phenomenon in educational settings, particularly in self-managed student work-teams. By integrating the constructs of situational strength and attitude, we aim to investigate how the four constructs of clarity, consistency, constraints and consequences of team work affect the student's attitude towards social loafing and subsequent intentions. We have developed a theoretical model to investigate the relationship under the moderating role of a transformational group leader. The model also offers new insights apart from the existing studies done on social loafing. As a result our proposed model provides a new theoretical guidance for future researchers on student-led work-teams and loafing phenomena.

## Keywords:

Social Loafing, Situational Strength, Transformational Group leader, Student work-groups

## **Workplace Spirituality and Pro-Environmental Behaviour in the Pharma industry - Role of Environmental Self-identity and Environmental Transformational Leadership**

Prajakta Dhuru<sup>1</sup> and Dr. Amrut Dabir<sup>1</sup>

<sup>1</sup>IES's Management College and Research Centre (IES MCRC), Mumbai

### **Abstract:**

The study is an attempt to examine the role of Workplace Spirituality, Pro-Environment Behaviour on the employees of Pharmaceutical industry. The study explores the direct and mediating effect of the Environmental Transformational Leadership. The recent year has seen a fall in environmental, social, and governance research and innovation in the pharmaceutical industry (Data Journalism Team, 2022). This determines the importance of the study on the employees working in Pharma industry. It is evident from the study that the relationship between Environmental transformational leadership and Pro-environmental behaviour is complementary partially mediated by Environmental self-identity.

### **Keywords:**

Workplace Spirituality, Pro-environmental behaviour, Environmental Transformational Leadership, Pharma Industry

## A multi-method study on the effect of mindfulness at workplace on employee happiness in the Indian context

Ms. Deeksha Tewari<sup>1</sup>, Prof. Santoshi Sengupta<sup>2</sup> and Dr. Manish Kumar<sup>1</sup>

<sup>1</sup> Graphic Era Deemed To Be University, Dehradun Campus, Uttarakhand, India.

<sup>2</sup> Graphic Era Hill University, Bhimtal campus

### Abstract:

At present, organizations consider employees the most significant resource and thus are concerned about their well-being and happiness at workplace. They think mindfulness practice is an appropriate process which is to be practiced by employees for organizational and individual growth. The study will attempt to explore the impact of mindfulness and happiness at workplace and delve into the various mechanisms by investigating the mediating role of three mediating variables (self-esteem, workplace spirituality and work engagement) which translate mindfulness in happiness in Indian context. Study aims to conduct a multi - method study on the effect of mindfulness at workplace on employee happiness wherein, study one will be a qualitative enquiry and study 2 will be a quantitative study. For study 1, semi-structured interviews of 35 Indian professionals will be taken which will aim at exploring the concept of mindfulness according to them. The text of the interviews will be analyzed using NVivo software. We intend to do thematic analysis of the text to arrive at important themes describing mindfulness at work. For study 2, we will adopt a quantitative method of conducting a survey of 600 Indian professionals who will be asked to rate their agreement with statements related to the five selected variables. Standardized questionnaire for mindfulness, self-esteem, workplace spirituality, work engagement, and happiness will be used to capture the responses of the respondents. The research will also test a mediation model where mindfulness is indirectly related to happiness through self-esteem, work engagement, and workplace spirituality. Structural equation modeling will be used for results analysis. Based on the findings from both study 1 and 2, implications and avenues for future research will be discussed.

**Keywords:** Mindfulness AT Workplace, Employee happiness, Self-Esteem, Work Engagement, Workplace Spirituality, Indian Professionals



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## The impact of the forced work from home amid the COVID-19 pandemic on employees' organizational commitment: A conceptual model

Mudit Shukla<sup>1</sup> and Divya Tyagi<sup>1</sup>

<sup>1</sup>O.P. Jindal Global University, India

### Abstract:

The world has witnessed an unprecedented time in the wake of the Coronavirus (COVID-19) pandemic. While its ramifications on human life and health are unfortunate and heart-wrenching, its impact on their professional lives is also difficult to ignore. Particularly, individuals were forced to resort to the practice of work from home to ensure the continuity and survival of their employers' business. This forced work from home practice induced by the COVID-19 pandemic is inconsistent with the existing nature of this practice, which has till now been considered voluntary and available only to a limited proportion of any organization's workforce. In this article, we attempt to explain the implications of this anomaly. Particularly, we propose a conceptual model to describe the impact of this forced work from home arrangement on a crucial job attitude, i.e., the employees' organizational commitment. In doing so, this article contributes significantly to the existing literature and practice.

**Keywords:** COVID-19 pandemic, forced work from home, affective commitment, normative commitment, continuance commitment

## Track 14: Operations and Supply Chain Management

### Trackchairs:

Dr. Bhavin Shah (IIM Indore)

Dr. Akshay Khanzode (SBM-NMIMS Mumbai)

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## Six Sigma and Law

Sachidanand Kandloor<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract

This report is a thought academic document that aims to connect the underlying principles and terminology of Lean and Six Sigma with current legal applications. Being a certified Lean Six Sigma Green Belt myself I can facilitate this report for those who want to learn about the many methods of Lean/Six Sigma, how to get started, and what the results have been for those who have tried it. Let's begin with the fundamentals. What does "process improvement" entail? The major purpose of this paper is to offer an overview of the two most prominent process improvement toolkits for law firms (Lean and Six Sigma), as well as the basic principles and language associated with each. Six Sigma is a methodology that gives businesses the tools they need to optimize their business operations. This improvement in performance and reduction in process variance helps to reduce defects and boost earnings, staff morale, and product or service quality.

### Keywords

Critical to quality, Measure analyse, Improve control

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## Setting the stage for Justice in Logistics and Supply Chain Management: A Systematic Literature Review and research agenda

Sayan Datta<sup>1</sup> and Vivek Roy<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Kashipur

### Abstract

Logistics and supply chain management (LSCM) involves transactional and relational coordination amongst parties who collaborate to meet common goals. Managing collaborations in the contemporary complex business environment becomes challenging in the shadow of increasing commodification and neo-liberalization. While the tradition of collaboration has historically emphasized the paradigm of responsiveness, little has been focused on the grained dynamics that prevail between the collaborating parties from the viewpoint of justice. To address this gap, the paper undertakes a comprehensive review of the literature to systematize the knowledge explicit on justice in LSCM. In doing so, it consolidates and classifies the extant literature to advance the understanding of Justice, for future researchers. The study has implications for academia and practice alike.

### Keywords:

Justice Logistics & Supply Chain Management, Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice.

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## **Integrating supply chain performance with strategic performance - A systematic literature review**

Saswati Tripathi<sup>1</sup> and Siddhartha Roy<sup>1</sup>

<sup>1</sup>Indian Institute of Foreign Trade, Kolkata

### **Abstract:**

This article aims to provide a comprehensive review of supply-chain-performance (SCP) measurement, strategic-performance (SP) measurement, SCP-management, and SP-management. It aims to assess the existing knowledge regarding research design followed, challenging areas, and needs in these four critical business domains for measuring and managing performance. It also aims to identify integrable features regarding measurement approaches, frameworks, practices, and emerging research issues in these areas from a systematic review of published research in peer-reviewed international journals between 2000 to 2022 to assess the need to integrate SCP and SP for performance improvement.

**Findings-** The findings suggest the need to develop an integrated system that adopts a comprehensive framework like BSC and incorporates identified measures as-well-as best practices to achieve improved performance. This integrated performance system must address sustainability objectives and strategic resilience management. The review shows that research studies have overlooked analyzing the integration areas of SCP with SP.

### **Keywords:**

Supply chain performance measurement, Strategic performance measurement, Strategic performance management

## Why not Reap What You have Sown? The Curious Case of Uttarakhand Transport Corporation (Case Study)

Gaurav Joshi<sup>1</sup>

<sup>1</sup>Laxman Singh Mahar Government PG College, Pithoragarh, UA

### Abstract:

Pawan was a Regional Manager in the Uttarakhand Transport Corporation (UTC)- a public sector provider of short and long distance bus services in the state of Uttarakhand. UTC had been using various Digital Technology tools- like Electronic Ticketing Machine (ETM) and Global Positioning System- since more than a decade ago. In Pawan's conception, however, UTC was not reaping the benefits of its investment in Digital Technology to the extent it could. Pawan had several ideas to leverage Digital Technology to further fine-tune various systems and processes and to augment operational efficiency and improve passenger amenities at the UTC.

Primary Data for this case research has been obtained through in-depth theme-based interviews with lower (Depot Managers) and middle (Regional Managers) management at the Uttarakhand Transport Corporation. Names have been masked/fictionalized to preserve anonymity.

The case reveals that UTC's use of Digital Technology is limited to just digitization of its data & processes. UTC fails miserably in leveraging this data to achieve organisation-wide benefits- a malady which inflict many other businesses also.

### Keywords:

Bar-code Scanner, Digital Technology, Electronic Ticketing Machines (ETMs), Global Positioning System (GPS) and Uttarakhand Transport Corporation

## The impact of supply chain ambidexterity on disruption: A normal accident theorization

Nishant Agarwal<sup>1</sup>, Rajesh Jain<sup>1</sup>

<sup>1</sup>Nirma University, Ahmedabad

### Abstract:

Supply chain disruption represents a noticeable risk to firms in a dynamic unanticipated environment. The purpose of this paper is investigating the relationship between disruption, ambidexterity, and performance. In addition, this research also investigates moderating effect of supply chain ambidexterity between supply chain disruption and supply chain performance.

A structured questionnaire was prepared to collect data from manufacturing companies in India. This research used structural equation modeling and moderating analysis to test the hypotheses after ensuring the validity and reliability of identified constructs.

The findings of the study suggest that ambidexterity plays a vital role in reducing the intensity of disruption that improves performance. It also strengthens the negative relationship of supply disruption and operational performance. This study covers the body of supply chain disruption and supply chain ambidexterity in detail that ultimately helps organizations to bounce back from disruptions.

For the first time this study introduces new term Zone of Ambidexterity in the supply chain context. In this paper normal accidental theory was used that helps to understand supply chain disruptions whereas paradox theory useful to know more about supply chain ambidexterity. This paper contributes to the supply chain disruption and ambidexterity literature by finding the relationship between them.

### Keywords:

supply chain ambidexterity, supply chain disruption, normal accident theory, paradox theory, supply chain management

## Track 15: Doctoral Colloquium & Paper Development Workshop

### Resource Persons:

Prof. Allan Bird (Goa Institute of Management)

Prof. Elizabeth Rose (IIM Udaipur)

Prof. Kiran Awate (Pamplin College of Business, Virginia Tech)

Prof. Pawan Budhwar (Aston Business School)

Prof. Rajat Khanna (A. B. Freeman School of Business, Tulane University)

Prof. Vikas Kumar (University of Sydney Business School)



## The Wicked Problem of Maternal Mortality: How Corporate Social Responsibility Can Address It

Swati Sisodia<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract:

Social entrepreneurship has been identified as a mechanism to tackle poverty, empower marginalized communities and promote inclusive growth. However, social entrepreneurs have been found to organize under various forms to engage in essentially a similar type of activity. My paper investigates this lack of consistency by studying the choice-making process from different ways of organizing social enterprises. In this paper, I have qualitatively explored this phenomenon using multiple cases in India's education and skill development sector. I have used Saebi's theory of social entrepreneurship as a multilevel phenomenon. This study adds to the nascent knowledge of the organizational theory of social entrepreneurship. This paper aims to contribute to the literature on the choice of organizational form in countries like India, where social enterprises are just “artefacts of practice” with no definite legal identification.

We aim to address the following research questions (RQs):

RQ1: What are the factors that contribute to high MMR?

RQ2: What are the limitations of government's intervention for reducing MMR?

RQ3: Which antecedents of MMR can be addressed by CSR activities?

### Keywords:

Sustainable Development Goals, corporate social responsibility, maternal mortality, healthcare

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## Meta analysis on factors influencing mobile payment continuance intention among consumers

Praful More<sup>1</sup> and Ashu Sharma<sup>1</sup>

<sup>1</sup>School of Business Management, NMIMS, Mumbai

### Abstract:

Despite its growth potential, there is a lack of consensus on factors influencing the continuance intention for using mobile payment systems. A detailed review of the existing literature showed that most studies used existing theoretical models of adoption or usage without offering any newer insights on factors influencing mobile payment continuance intention. This study aims to provide a comprehensive synthesis and analysis of the related literature using meta-analysis to build consensus upon which factors influence mobile payment continuance intention among consumers. Drawing from our meta-analysis, we identified and classified factors from 61 relevant papers, the results showed that there is a high degree of consensus on factors such as perceived usefulness, perceived ease of use, trust, social influence, and perceived risk influencing continuance intention for mobile payments. This is one of the scant reviews providing systematic methodology by structuring the existing knowledge with implications for future research and practice.

Such behaviours are referred to as "Unethical Pro-Organizational Behaviour" (UPB) by, which are conceptualized as the "actions that are intended to promote the effective functioning of the organization or its members and violate core societal values, mores, laws, or standards of proper conduct". UPB can entail behaviours such as misrepresentation of the facts to benefit the organization or concealing important information about the organization to prevent damage to the organization. Since UPB has a complicated, paradoxical nature where an unethical act is disguised with altruistic intentions and has the ability to cause monetary and social capital damage to the organization. Thus, a comprehensive understanding of this behaviour warrants scholarly attention.

**Problem Statement:** The purpose of this study is to provide a comprehensive synthesis and analysis of the related literature using meta-analysis for building consensus upon which factors influence mobile payment continuance intention among consumers.

### Keywords:

consumers, mobile payments, continuance intention, meta-analysis

## Demystifying the dynamics of gendered organizational practices and its effects on voluntary attrition of women in Information technology

Avni Jagdishwala<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract:

The shape of the IT/ITES industry has changed dramatically in recent years. The concept of the gold collared worker or the knowledge worker (Peter Drucker, 1950) has now come to be universally acceptable, more so in India (Adhikari, Atanu, 2009). The IT/ITES segment has been one of the prime contributors to the growth of the Indian economy in recent times. It accounted for 8% of GDP in 2020 and it employed over 2.8 million employees in the FY 2021 (NASSCOM report, 2021). The IT segment has a strong foothold on gender diversity and has a benchmark of 34% women as its workforce (Business standards, 2022). Gender diversity especially with focus on increasing women representation in the IT sector has been a strategic topic for all hiring discussions. However, there remains a staggering challenge for these technology giants to retain and prevent attrition levels amongst women employees (Analytics India Magazine, 2021). While reviewing the factors of attrition in women employees, a topic of recurring interest has been literature on gender biased organizational practices and processes that create imperceptible hindrances for women in the IT sector. As per a recent report, women consider unconscious gender biased organizational practices playing a dominant role in hampering workplace environment leading to more job dissatisfaction and quitting careers (Accenture, IWD report, 2022). There has been tremendous research conducted to study gender biases in organizations in its various forms; however very little has been done on analysing how these factors operate in the organizational functioning of technology segment, its direct impact on women leaving voluntarily and what can be done to achieve equity for working women rather than inequality.

Overarching Research Question – How factors of gendered organizations contribute to voluntary attrition of women employees from the Information technology sector in India?

### *Driving Questions-*

- 1) How gendered organizational practices contribute to women leaving the information technology sector.
- 2) Why is it difficult for the technology sector to maintain gender diversity in the workforce despite higher recruitment drives for women?
- 3) What measures organizations can initiate to create a gender inclusive workspace for women

### Keywords:

Women in technology, Gendered practices, Diversity and inclusion

## Self-Determination Theory and the Flipped Office - An Employee Perspective into the Hybrid Style of Working

Neeta Rajan<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract:

Every other day, I receive news updates on my phone about how huge corporations like Tesla & Tata are finding it difficult to get millennials back to the office. Businesses across the world are struggling to reconcile teamwork and employee satisfaction with return-to-work mandates stirring up a hornet's nest for workers trying to reclaim a well-founded work-life balance. Employees have started making petitions demanding the company make working from home a permanent option for workers. In this study, I want to understand the factors that impact an employee's decision on selecting the working pattern. A study like this can assist such organizations to make the right decisions by getting an insight into what their employees' thoughts are on this subject. Not everyone is excited about putting the proverbial genie back in the bottle and there are chances that this can result in an executive-employee disconnect. I have implemented a grounded-theory approach and will test the Self-Determination theory (Deci & Ryan, 1985) to see if the factors that influence an employee's choice overlap with the three pillars of SDT (competence, autonomy and relatedness).

### *The research questions are:*

- Q1.) Self Determination theory and the flipped Office: An Employee perspective to the hybrid style of working.
- Q1A.) What factors determine the employees' choice between working from the home model or being physically present in the office, in the context of post-Covid-19?
- Q1B.) Were there any significant drawbacks or perks to working from home, and what elements contributed to adjusting to this way of working?
- Q1C.) Is there a possibility that this hybrid model is not temporary and will change the way we work for good

### Keywords:

Self-Determination Theory, Productivity, Motivation

## A study on GI tag, their struggle for commercial market development

Sarveshtha Sharma<sup>1</sup>

<sup>1</sup>School of Business Management, NMIMS, Mumbai

### Abstract:

India is going through a period of unprecedented economic liberation, opening its vast consumer base to international firms. However, it is a notoriously difficult place to do business, and having local help on board is the key to unlocking the country's vast economic potential. In this light the call for local for vocal I want to discuss that how even though we talk about rural development we are still far away from the concept of getting help from them as we haven't empowered them that much that they in return help us to structurally transform the economy. The key focus of my research will be Geographical Indications: A geographical indication (GI) is assigned to product/commodity which have originated from specific geographical location and quality and/or reputation of the product/commodity is solely due to its place of origin. GI aims to preserve the quality, reputation and other characteristics of such goods which are mainly attributed to its geographical origin The Himachal handloom and handicraft industry is one the most important sector for economic development of the state. Hence considering the cultural heritage, it can be identified that the marketing Strategies in Handloom and handicraft industry are yet to be improved. Few research have done research on commercial development, marketing strategies and GI tag individually (Ismail, & Velnampy, 2013). However, there is a need to reduce the gap between these all variables. This research study will attempt to address the gap and identify the marketing strategies and its effect on various industries associated with GI tag.

### Research Questions:

- 1) How does the recognition of GI TAG, affect the commercial market development of GI tag products?
- 2) What are approaches that can contribute to the sustainable growth of GI tag products?
- 3) How customized marketing strategies can affect the socio-economic growth of GI tag products in the concerned state?

### Keywords:

GI Tag, Commercial market, Marketing

## Me, Myself, and Influencers - Exploring the Impact of Self-Discrepancies on Consumer Behaviour

<sup>1</sup>Shehzala

<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

One of the most popular buzzwords of recent times, influencer marketing has rapidly advanced from a niche phenomenon to a global industry valued at nearly USD 13.8 billion in 2021. By engaging influential individuals with a large number of followers for generating content about and promoting brands, influencer marketing has fast emerged as an effective marketing tool and managers are increasingly turning to its application for their marketing. Indeed, in the year 2021, over 58 percent of marketers acknowledged the need for separate budgets for influencer activities, and this number is set to witness a sharp increase over the coming years. This increase in spending and managerial focus on influencer marketing corresponds, in turn, to the role played by influencers in promoting products and services. Considered “trusted tastemakers” or opinion leaders who can significantly impact the purchase decisions of their followers, influencers can enable brands to increase their exposure, generate new leads and engage with a loyal community of followers. In addition, given the very high rates of consumer resistance to traditional forms of promotions (according to the State of Influencer Marketing Benchmark Report 2022, the global average rate of desktop ad blocking is above 43%, with an expected YoY increase of 9%), social media influencers can act as an effective mechanism to reach consumers, given that they are more likely to be perceived as regular people, and in several cases, as a friend or well-wisher. For instance, consumers actively engage with influencers when they want to seek information about new products, or need recommendations or guidance on how to assemble an outfit, what brands to buy, how to solve their technological or financial problems etc.

### *Problem Statement:*

In the present thesis, we engage with the literature on self-discrepancies, notably the self-discrepancy theory, and examine how consumers interpret and respond to the content they are exposed to by comparing their self-concept and self-guides with referent others like influencers, the impact of these comparisons on their emotions and behaviours, the motivational and psycho-social processes that shape their responses, and the mechanisms through which they make sense of their experiences with self-discrepancies. Across three essays, we utilize a mixed methods approach comprising semi-structured interviews, surveys, and lab experiments and extend the application of existing theoretical and practical understandings of self-discrepancy by studying how individuals interpret and express their self-concept in offline as well as virtual spaces in response to exposure to content shared by others.

### Keywords:

influencer marketing, self-discrepancy, virtual self, self-presentation.

## Influencer Marketing and customer engagement in Apparel Brand

Deepika Saha Roy<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract:

Despite the demonstrated significance of customer sentiment in social media for issues similar to purchase behaviour and of firms' increasing use of customer engagement initiatives, surprisingly few studies have investigated firms' capability to influence the sentiment of customers' digital engagement. Many firms track buyers' offline interactions, design online content to coincide with customers' experiences, and face varied performance during events, enabling the modification of marketer-generated content to correspond to the event outcomes. This study examines the role of firms' social media engagement initiatives surrounding customers' experiential interaction events in influencing the sentiment of customers' digital engagement. Results indicate that marketers can impact the sentiment of customers' digital engagement beyond their performance during customers' interactions, and for unfavorable event outcomes, informational marketer-generated content, more so than emotional content, can enhance customer sentiment.

### Key Questions:

1. How influencer marketing helps to create a market position ?
2. Can influencer marketing be cost effective for the Retail Apparel Sector?
3. How influencer marketing will bring a new era of customer engagement?

### Keywords:

Influencer Marketing, Apparel Brands, Customer Engagement, Purchase Decision, EWOM Theory

## The Luxury Diamond Brands and the Middle-income Consumers

Nidhi Shroff<sup>1</sup>

<sup>1</sup>Narsee Monjee Institute of Management Studies, Mumbai

### Abstract:

Diamond is regarded as a luxury in India because a larger segment of the population comprises middle and lower-income groups. When it comes to luxury diamond brands, people are a bit more sceptical about purchasing from there given the perception about higher prices of their products and the presence of other premium and local brands. The luxury diamond brands have been targeting the middle-income consumers in their marketing strategy but have not been able to be very successful in actually addressing their needs. While making the purchase decision, a lot of factors impact consumers' buying behavior which might not be just price. Since shopping is a complete experience and not just a one-time activity, this research will mainly focus on understanding the consumers' mindset and the factors which impact their purchase decisions. It will further enable the marketers to design strategies and employ methods which would help to solve their problems, if any.

### Key Questions:

- Why is the luxury diamond industry unable to meet the needs of its middle income target segment?
- How is the consumer buying behavior affected when making a final purchase decision?
- What friendly approaches can the luxury diamond industry use to match the purchasing power of the middle income group?

### Keywords:

Diamonds, Luxury Brands, Buying Patterns, Consumer Beliefs, Attitudes, Intentions, Consumer Perception



## Orchestrating Identity-Challenging Innovations: Role of Fluid Organizational Identity Conceptualization and Legitimization

Ruksana Ashraf<sup>1</sup> and Mavoothu D<sup>1</sup>

<sup>1</sup>Cochin university of science and technology

### Abstract:

The dynamic business environment of today dictates the need for discontinuous innovations from organizations. However, such innovations often challenge the identity of the organization and are thus not easy to bring about. By undertaking an embedded case study of multiple identity-challenging innovations at Amazon, we aim to study how the conceptualization of organizational identity and the associated legitimization process can help in the successful orchestration of such innovations in an organization.

### Research Questions:

1. Are there markers of a more fluid conceptualization of organizational identity in organizations that have successfully created multiple top-down identity-challenging innovations?
2. What are the mechanics associated with the creation of multiple top-down identity-challenging innovations in an organization?
3. How does the organization legitimize such identity-challenging innovations to both the internal and external stakeholders

### Keywords:

Organizational identity, Identity-challenging innovation, Legitimization

## **Board interlocks and innovation: a resource dependence view**

Deepali Dhingra<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

### **Abstract:**

The existence of interlocking directors on firm boards is known to affect board functioning, and this topic has attracted the attention of corporate governance scholars in recent years. The board's innovation decision is crucial, and the presence of interlocking directors may impact this decision. This study intends to determine the effects of board interlocking on innovation by examining the influence of interlocking directors' presence on firms' exploratory innovation projects, as viewed through the lens of resource dependence theory. We suggest that board interlocks promote discovery up to a certain point. Moreover, a positive moderating influence of board ownership, average board tenure of directors, and the number of similar industry positions previously held by directors is proposed on the interlock-innovation link.

### **Following are the research questions proposed:**

Rq1a: What is the relationship between presence of interlocking directorates on board and the firm's decision to opt for explorative innovation projects?

Rq1b: What is the effect of board ownership, average board tenure and number of industry positions held by the interlocked directors on the interlocks-explorative innovation link?

### **Keywords:**

Innovation, Corporate Governance, Boards of directors, Interlocking directorates

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## Wading through the new normal: A discourse analysis of Indian media

Abhipsa Dash Bhatt<sup>1</sup> and Pavni Kaushiva<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

### **Abstract:**

Drawing upon Acker's gendered theory, this study presents the subtle processes shaping workplace norms in the seemingly new normal. While organizations have been experimenting with multiple workplace scenarios ranging from “work from home” to “hybrid workplaces” under the backdrop of the global pandemic, it is imperative to identify their representation in the mass media. Media is an influential instrument in creating potent perceptions of social conditions. A discourse analysis of relevant stories from the Times of India and the Hindu was conducted. It helps to uncover the power dynamics in society which gets translated to hindrances in the career growth of women professionals. This research identifies societal expectations as key discursive apparatus that places the burden of domestic work on women. Moreover, men who contribute or even intend to contribute to household chores are projected as progressive. Therefore, this work offers comprehensive insights into the nuances of evolving gender relations.

### *Problem Statement:*

This study seeks to fill a vacuum in the literature by analysing contemporary discourse through the lens of Acker's (1990, 2012) notion of gendering processes to understand gender inequality and covert discrimination in the new normal from the perspective of working women. Applying a gender lens to the study unfolded the seemingly new normal as rife with stories of struggle and clashes of aspirations with the expected reality. It enriches our understanding of the systemic and subtle forms of discrimination that emerge during times of crisis and have a permanent impact in the following times.

### **Keywords:**

Discourse, Media, New Normal, Working Professional, Acker, Pandemic.

## Organizational form choices of social enterprises in India

Priya Tewary<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Ahmedabad

### Abstract:

Social entrepreneurship has been identified as a mechanism to tackle poverty, empower marginalized communities and promote inclusive growth. However, social entrepreneurs have been found to organize under various forms to engage in essentially a similar type of activity. My paper investigates this lack of consistency by studying the choice-making process from different ways of organizing social enterprises. In this paper, I have qualitatively explored this phenomenon using multiple cases in India's education and skill development sector. I have used Saebi's theory of social entrepreneurship as a multilevel phenomenon. This study adds to the nascent knowledge of the organizational theory of social entrepreneurship. This paper aims to contribute to the literature on the choice of organizational form in countries like India, where social enterprises are just “artefacts of practice” with no definite legal identification.

### Research Questions:

- 1) What are the determinants across institutional and individual levels that influence the organizational form choice of social entrepreneurs in India?

### Keyword:

Organizational form choice, Social Entrepreneurship, multilevel.

## Value co-creation in ecosystems with humans and machines

Ram Krishna<sup>1</sup>

<sup>1</sup>Management Development Institute, Gurugram

### Abstract:

In evaluation of a product or service, customers compare its perceived value with its price, therefore enhancing value is paramount for both firms and customers. The elements that constitute this value may be functional, emotional, life changing or creating social impact (Almquist et al., 2016). Service Dominant Logic (SDL) posits that in a firm-customer interaction the value 'uniquely and phenomenologically' (S.L. Vargo & Lusch, 2004) is, as may be determined by the beneficiary or the customer, also termed 'value-in-use'. SDL defines roles of customer and supplier on the basis that both are operant resources that co-create value. The firm is primarily a facilitator of value and in its interactions with customers gets the opportunity to co-create value (Grönroos, 2008). The value thus co-created between the firm and customer is the only legitimate value and forms the basis of marketing activity (Massi et al., 2021). In actor-to-actor interactions, the actors integrate their knowledge and other resources for mutual benefit and co-create value. These interactions and resource integration are at the core of value co-creation (VCC) (Gummesson & Mele, 2010). Firm-Customer interfaces enable these interactions and resource sharing. With digitalisation and machine-age technologies (AI, Automation and Robotics) the firm customer interactions interfaces have transformed from purely physical to include digital and mobile. Firms need to manage these multiple omnichannel customer interfaces over the customer journey which provide new and varied avenues for VCC.

### Research Question:

- 1) What are the drivers, dynamics and mechanisms of human-machine or machine interactions? How are these different from those for human-human interactions?
- 2) How do these differences (between human-human, Human-machine and machine) influence VCC?
- 3) How can the above understanding help in explicating and influencing the adoption of machines / Technology by human actors?

### Keywords:

Value Cocreation, Ecosystems, Actor Network Theory, Human Machine interaction, Firm Customer Interaction.

## Ethical sinners - Investigation of unethical pro-organizational behaviour using individual level constructs

Vivek Mishra<sup>1</sup>

<sup>1</sup>Indian Institute of Management, Lucknow

### Abstract

Recently a number of reputed companies have been charged with lawsuits and penalties against alleged unethical behaviour, such as Toshiba, Enron, Volkswagen, subsequently leading to the loss of multi-million dollars to the company and clients. Organizations have already employed necessary defence against unethical behaviours such as corporate governance strict vigilance, and explicit prohibition against such behaviours along with serious penalties in the company codebook. Most of these warnings refrain the employees from unethical behaviour engendered by the intention to misappropriate self-benefits.

### Keywords:

Unethical pro-organizational behaviour, moral identity, organizational identification.

## Effect of emotional intelligence on workplace adaptability of natural resource management personnel

Bishnu Parida<sup>1</sup>

<sup>1</sup>Jharkhand State Livelihood Promotion Society

### Abstract:

Natural resource management (NRM) helps to preserve a variety of natural resources, including land, water, soil, forests, and animals, as well as providing a means of subsistence for millions of rural and tribal people. Forestry, agriculture, horticulture, soil conservation, rural development, tribal welfare, and other government departments work to manage natural resources. One of the essential aspects of sustainable development is NRM. According to the Brundtland Report, 1987's *Our Common Future*, published by the World Commission on Environment and Development, "Sustainable Development is that process of development which meets the needs of the present generation without compromising the capacity of the future generation to meet its own needs." "Global Change" (including climatic changes, biological invasions, changes in land use and cover, and biodiversity depletion), according to P. S. Ramakrishnan (2001), "has triggered the shift in paradigm on economic development linked to sustainable natural resource management." The field of natural resource management encompasses, in general, the preservation and regeneration of forests, the management of lands and waters, the promotion of livelihoods through the augmentation of forest resources, the promotion of agriculture, horticulture, fisheries, and microbusinesses, etc., and the development of technologies and management practices for climate change resilience. As a result of its complexity, working with multiple stakeholders who have conflicting interests requires a broad range of skills. Personnel live and operate in remote, isolated forest edge and difficult-to-reach rural areas.

### *Problem Statement:*

Employees (officials, professionals, and staff) in the Natural Resource Management (NRM) sector should meet a wide range of workplace demands while balancing the needs of several stakeholders with competing interests (situations both internal and external).

### Keywords:

Emotional Intelligence, Workplace Adaptability, Competency, Adjustment Performance.