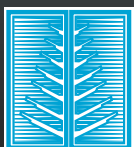


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Relationship between Psychological Contract Breach and Employee Outcomes: Moderating Role of Blame Attribution[†]

Ezaz Ahmed*, A B M Abdullah** and Md Wahid Murad***

The study investigated the role of blame attribution as a moderator between the relationships of psychological contract breach and employees' organizational citizenship behaviors towards the organization (OCB-O) and individual employees (OCB-I), job neglect, intention to leave the organization. Data from 196 bank employees from a commercial bank in Bangladesh reveal that psychological contract breach was negatively related to employees' OCB-O and OCB-I; and positively related to employees' intention to leave the organization. In addition, the results also revealed that blame attribution moderated the relationship between the relationship of psychological contract breach and employees' OCB-O and OCB-I. The study extends the psychological contract literature by assessing the influence of blame attribution on the relationships between psychological contract breach and employee outcomes.

Key Words: *Blame Attribution, Intention to Leave, Job Neglect, OCB, Psychological Contract*

Gender Inclusion and Performance of Higher Educational Institutions: Impact of Talent Management in Nigeria

Abdulkarim S Praise*, Jainaba M L Kah** and Lukman Raimi***

There is a shortage of talented professionals in Higher Educational Institutions in Nigeria, and this is exacerbated by the brain drain, which signifies a looming crisis. The adoption of Talent Management Inclusion Practices is becoming prominent in coping with this severe talent shortage. This study examines the impact of Talent Management Culture and Training Inclusion Practices on the Performance of Higher Educational Institutions in Nigeria. The researchers used quantitative research method for the investigation, and primary data was collected through structured questionnaires. Using purposive sampling technique, the structured questionnaires were distributed to 381 employees selected across faculties and schools in the surveyed institutions. The data collected was analyzed using descriptive statistics and Partial Least Square Structural Equation Modeling (Smart PLS-SEM). The findings revealed a significant positive relationship between Talent Management Inclusion Practice (Culture) and the Performance of Higher Educational Institutions, and a significant positive relationship between Talent Management Inclusion Practice (Training) and the Performance of Higher Educational Institutions. The implication is that, for higher educational institutions to become more efficient, heads and managers must continue to invest in talent training and promote gender inclusion equality through removal of obstacles and making the workplace more family friendly through the provision of child health care, child early learning facilities, etc., they need to ensure that women mentorship, seminars, conferences, and workshops' sponsorship are implemented to promote adequate opportunities in career progression and flexible office hours as part of the operational culture and policies.

Key Words: *Culture and Training, Higher Educational Institutions, Institutional Performance, Performance in Higher Education, Talent Management Inclusion Practices*

Challenges in Learning Continuity during the COVID-19 Pandemic: A Methodological and Thematic Review

Debarshi Mukherjee* and Khandakar Kamrul Hasan**

The COVID-19 pandemic has resulted in the physical closure of educational institutions throughout the world, but learning continues, albeit with a paradigm shift. The use of digital content in the teaching-learning process gradually began shifting from erstwhile intermittent technology intervention, propagating thereby competency-based education 4.0, where both learning and evaluation would rely on predefined competencies and outcomes to foster higher learning gains. With the design thinking approach inducted into the process of learning and development, new age teachers are becoming more empathetic towards the learners, ushering in thereby better engagement of the learners with the curriculum, wherein the whole ecosystem is prospering towards a better future. One of the significant outcomes of education 4.0 is the propagation of non-traditional students. Soon, the learning space is going to be invaded by these mature learners, who are focused and engaged with choice-based learning, assuring them of their learning objectives. This paper is an effort to execute a thematic literature review to reveal the evolution of learning paradigms in tertiary sector over the years, and bring out strategies for non-disruptive learning mechanisms in higher education. The paper proposes two intuitive models to explain the position of learners through a matrix and how andragogic innovation through augmentation of blended learning approach can ensure higher learning gain for the students of higher education.

Key Words: *Blended Learning, Creative Thinking, Design Thinking, e-Learning, Higher Education, Virtual Learning Environment, Virtual Classroom*

Assessing the Influence of Spirituality and Religiosity in Choosing a Socially Responsible Employer: The Case of Generation Z

Yusuf Hassan* and Amitabh Deo Kodwani**

Corporate Social Responsibility (CSR) engagements of firms are persuaded as an important factor shaping decisions on talent management among the generation X and Y. However, there is inadequate research available in the literature investigating the role of CSR in shaping the attitude and behavior of Generation-Z, i.e., the post-millennial. This forms an important gap in the existing literature on CSR because the generation Z comprises of over 32% of the global population. The current study uses an inductive qualitative approach to examine this gap in detail. The study proposes a theoretical model based on in-depth interviews with the stakeholders. An inductive qualitative research design has been used in this study. Analysis of data was done using the Gioia method, which is a variant of grounded theory. Results of our analysis suggest that the perception and behavior of post-millennial are not necessarily the same as those of generation X and Y.

Key Words: *Corporate Social Responsibility, Gioia Method, Generation Z, Post-millennials, Qualitative Study, Theoretical Sampling*

Share Repurchase, Excess Cash Flows, Undervaluation and Earnings per Share (EPS) Motive: Empirical Evidence from Indian Corporates

Neelam Rani* and Gaurav Kumar**

Share repurchase means companies purchase their shares from the shareholders. Share repurchase represents investment as well as a pay-out function of corporate finance. As an investment function share repurchase represents the decisions of the companies to invest in their own shares. As a pay-out function share repurchases are like dividend on the distribution of cash to the shareholders. Share repurchase has evolved an alternative method of pay-out and gained attention of corporates as well as academicians. In this paper, we investigate its use by companies as a tool to meet or beat analysts' Earnings Per Share (EPS) forecasts. We analyze market reports of 19 years of the NSE-listed firms and identify conditions under which repurchases affirmatively affect EPS numbers. We document the frequency of accretive repurchases from 2000 to 2018. A disaggregated analysis using Logit model has been conducted to analyze the pay-out behavior during crisis, pre-crisis period and post-crisis period. The results from estimating Logit model reveal that the firms repurchase stock when they feel undervalued and have greater EPS motive for a repurchase. However, the excess cash flow hypothesis gains prominence over undervaluation hypothesis for large firms. Also, free cash flow hypothesis does not support the EPS motive during crisis and post-crisis period.

Key Words: Earnings per Share, Excess Capital Hypothesis, Logit Regression, Pay out, Return on Assets, Share Repurchase

Impact of Compensation Satisfaction on Intention to Quit: Mediating Role of Job Satisfaction

Arijit Mitra*, D Israel** and Mridul Sharma***

Existing literature is almost silent about the relationship between Compensation Satisfaction (CS) and Intention to Quit (ITQ) where Job Satisfaction (JS) plays a mediating role. In the present paper, empirical evidence from Indian IT and manufacturing firms are collected to establish that different dimensions of CS lead to JS and this, in turn, influences the ITQ an organization. The result shows that different dimensions of CS positively influence the JS and negatively influence ITQ and JS partially mediates the relationship between all the four dimensions of CS and ITQ. The possible interpretations of the results obtained are discussed. This study is a pioneer in testing the mediating role of JS in investigating the effect of CS on employees' ITQ and can be useful for human resource managers by helping them to control the turnover due to compensation related issues.

Key Words: Compensation Satisfaction (CS), Intention to Quit (ITQ), Job Satisfaction (JS), Mediation Analysis, Human Resource Management

Value Co-Creation Through Value-in-Use Experience: A Netnographic Approach

Sanjeev Verma*

The customer value cycle is incomplete without closing the loop between the value created-value received cycle. Extant literature presents different value creation sources by a manufacturer, but it is silent on the consumers' translated value. The present study aims to bridge this knowledge gap with an alternate qualitative technique (Netnography) and offer strategic directions for effective use of the social networking platform for value co-creation with the customer. Co-production is peripheral, while the Value-in-Use (ViU) provide more meaningful consumer insights based on actual consumer experience gained during various consumption stages.

Key Words: Co-creation, Customer Satisfaction, Netnography, Value-in-use, Value-in-Experience

A Comparative Study of Annual Reports on the Basis of Readability Formulas and Size[†]

Neetika Jain*

The ease with which we can read a document constitutes readability. There have been several formulae developed to measure the readability of the written word. Semantic factors (the difficulty of words according to their length in characters or syllables) and syntactic factors (the difficulty of sentences according to their length in characters or words) constitute such formulae. The objective of this study was to compare the readability score of annual reports of banks on the basis of Bank's Size. The population consists of 20 Public sector banks & 15 private sector banks. Annual reports of three years for the banks were taken for the study. Hence the time period of the study is from 2009 to 2012. The annual reports for three years of all the banks taken up as sample were downloaded from the respective websites of each bank. Readability is calculated through Flesch Reading Ease in the annual report. The independent variable is size. The size is defined by log of total assets of banks. The hypotheses are tested through Independent T Test & Linear Regression. The results show that value of assets does not show any linear relationship with the readability scores of annual reports of banks. So the readability scores of banks cannot be compared on the basis of the size of the banks. Hence banks having bigger asset value or smaller asset value show its effect on readability scores of their annual reports to a small extent.

Key Words: Readability, Size, Assets, Flesch Kincaid Reading Ease
