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# Perceived Justice and the Sharing of Brand Experience in Virtual Travel Communities: A Study of Airline Passengers

Abeer Abdelrahman Mahrous\*

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*This study examines the causal relationship between perceived justice, emotions, and the sharing of brand experiences by airline passengers on virtual travel communities. Additionally, it investigates how passengers' meta-perception and social media usage characteristics moderate the association between perceived justice and the sharing of brand experiences. The study utilizes a mixed methods approach, employing both a critical incident approach and a factorial design experiment to explore the proposed relationships. The critical incident approach involves conducting interviews with a convenient sample of 16 travelers, comprising both genders. These interviews aim to identify issues that arise from the travelers' perspective when receiving services, as well as to understand the dimensions of perceived justice and the associated emotions during service recovery. By analyzing the anecdotes gathered through the critical incident approach and synthesizing the existing literature, hypotheses are formulated and subsequently tested using a factorial design experiment. Data for the experiment are collected through a convenient sample using the mall intercept technique, resulting in a total of 171 randomly assigned scenarios. The findings reveal that perceived justice and emotions play a crucial role in explaining the sharing of brand experiences within social media-based travel communities. These findings offer valuable insights for the airline industry and online travel communities, particularly in managing service recovery and enhancing brand experiences.*

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**Key Words:** *Sharing brand experience, Airline industry, Online travel communities, Emotions, Meta-perceptions*

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# Post-Covid Challenges and Innovations with Hybrid Pedagogy: A Study of B-Schools in the State of Odisha, India

Rabinarayan Patnaik\*, Durga Madhab Mahapatra\*\* and Sukanta Kumar Baral\*\*\*

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*This paper focuses on the various factors posing challenges to business schools while adopting digital methods not only for teaching but also for other ancillary activities. This is due to the initiatives undertaken by the concerned authorities of various institutes for preventing the spread of the Covid-pandemic and simultaneously running professional set-ups in a bid to find new ways of implementing hybrid learning. For the present study, data were collected from teachers, non-teaching staffs as well as students of different business schools in India. Dimensions like admission, teaching and learning, placement and outreach activities put into a system of relationship, which can help the stakeholders while making educational and other policy related-decisions to upgrade and revamp the approach. This study has been different from other studies in its own sense and scope resulting in identification of issues in business school environments instead of emphasizing on the teaching only and creating a framework of their preparedness in the new normal.*

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**Key Words:** Business schools, Covid pandemic, Hybrid pedagogy, Outreach activities, Placement, Research, Teaching, Training

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# Impact of Firm and Country-Specific Factors on Profitability: A Study of Selected IT Companies in India

Geetu Grover<sup>1</sup>, Abhay Jain<sup>2</sup>, Alok Kumar<sup>3</sup> and Naveen Mittal<sup>4</sup>

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*This paper aims at assessing the impact of firm-specific and macroeconomic factors affecting the profitability through a scientific analysis of time-series data from selected 122 listed IT companies in India. The Capitaline Database was used to collect the necessary information for the study for the period from 2008-09 to 2016-17, and the information not available in the database was compiled from the financial reports available on the websites of the respective companies. A panel-data regression was conducted along with the Hausman test, which is the most commonly used procedure for estimating panel data effect. The random effect models revealed that almost six out of the eight firm-specific variables, i.e., firm size, age, age<sup>2</sup>, leverage, Growth of Sales (GoS), and employee-cost to sales were found to be significantly correlated with firm-profitability. However, growth of total assets and asset-tangibility had a non-significant relationship with profitability measures. As for the macro-economic variables, inflation was found to be significant only for return on sales, whereas GDP, bank lending rate, and index for industrial production were found to have non-significant relationships with all profitability measures. The paper concludes with a few practical implications of the afore-mentioned findings.*

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**Key Words:** Firm-specific variables, Indian IT Companies, Macro-economic variables, Profitability determinants

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# Performance of Rural Financial Institutions in India with Special Reference to Cooperative Banks

Seená P C\*

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*Rural financial institutions play a vital role in the development of rural India. Rural financial institutions reached to the rural areas of India through their huge network, with the aim of helping the rural poor. Economically weaker sections such as agriculturists, agricultural labourers, artisans and small entrepreneurs are under the purview of rural financial institutions. Being set up as an intermediary to provide financial assistance to the rural sector, it is important that the financial performance and strength of these institutions are assessed and accelerated. Hence an attempt is made in this study to analyse the financial performance of rural cooperative banks. The present research paper is exploratory in nature and use secondary data that were collected through the data bases of the Reserve Bank of India (RBI), the National Bank for Agriculture and Rural Development (NABARD), and the Journal of the Indian Institute of Bankers. The study focused on the performance of the cooperative banks in India by rating them on the basis of asset-quality, capital-adequacy, earnings, and liquidity. Ratios, charts, diagrams, Correlation and T-test have been used for analysing data. Study reveals that banks have been facing the problem of high NPA, increase in the number of loss making branches and poor management. How effectively the banks utilized the deposit for providing loans and the correlation between loans and advance with bank's deposits can be understood from this study. Proper measures to be taken to identify the financially weak rural cooperative institutions, authorities and policy makers should frame measures urgently to strengthen these institutions.*

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**Key Words:** *Asset- quality, CD Ratio, Capital-adequacy, Earnings, Liquidity, Performance indicators, Rural financial institutions*

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# Indicators for the Strategic Development of Indian Ports: A Literature-Based Analysis

Harsha Sheelam\* and M Maschendar Goud\*\*

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*The purpose of the study is to address the need to identify the factors that contribute to the strategic development of ports for building a competitive position globally. Extant literature is limited to foreign ports and the recent Indian policies are future-oriented and are directed towards expanding the role of ports beyond the common trading areas. The authors adopted the case study method and literature-based analysis. Data was collected through interviews. The findings of this study are helpful for port stakeholders as it identifies the following indicators for strategic development of ports—community, promotional and technological development and information dissemination. Furthermore, we draw comparisons between Indian and International ports based on the identified indicators. The current study's proposed model is also compared with an extant framework to elucidate the significant contributions of the model. The study contributes to policy-focused research based on the need to comply with policies for consistent development. The managerial and policy implications suggest that the port stakeholders can utilize the strategic perspective to adhere to public policies, achieve global standards, invest in digital technologies, build smart ports, create port communities, and promote trade, commerce and well-being.*

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**Key Words:** Conceptual model, Port, Policy, Strategic development, Shipping, Trade and Promotion

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# Attitude and Intention for Socially Responsible Investment: A Study of Stock-Market Investors in Haryana

Priya Rana\* and Mahesh Sarva\*\*

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*The National Guidelines on Responsible Business Conduct (NGRBC) were published by the Ministry of Corporate Affairs (MCA), Government of India. In NGRBC Sustainable Development Goals (SDGs) were projected. Investors are expected to comprehend the good and bad outcomes from their investments and related activities and endeavor to influence such outcomes in line with the SDGs. The questionnaire of the study is using six variables, i.e., perceived risk, perceived return, morality, trust, attitude and intentions. A sample of 213 Indian investors from different districts of Haryana were collected to depict their response using a five-point Likert scale questionnaire. The study aims to investigate the indirect impact of perceived risk, perceived return, trust and morality through the mediating variable attitude. The data were inserted in Smart PLS v 3.2 for performing the analysis. The findings of the study indicate that the model is fit to depict the mediation of attitude between trust, perceived risk, perceived return, morality towards intentions of individual investors.*

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**Key Words:** Attitude and Intentions, Morality, Perceived risk, Perceived return, Socially Responsible Investment (SRI), Trust

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# Job-Autonomy and Employees' Creativity: The Mediating Role of Intrinsic Motivation

Minika Bawa\* and Nishu Garg\*\*

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*The present study aimed at exploring relationship between job autonomy and creativity of employees, along with the mediating role of intrinsic motivation. In order to test this hypothesis, a sample of 114 employees was selected from among those working at middle level management in various medium and large-scale industries in the state of Punjab, India. Their responses were obtained using a questionnaire designed for exploring the issues related to these three variables. The present study examines interaction of a personal factor (intrinsic motivation) and a contextual factor (job-autonomy) to promote and enhance a personal skill (creativity). Being a descriptive research attempt, the results of the study have been computed by employing PLS-SEM technique. The findings of this study show that job autonomy leads to employees' creativity only when intrinsic motivation is present as a mediator. It was observed that job-autonomy had a significant and positive correlation with intrinsic motivation. Similarly, intrinsic motivation was also found to have a significant positive association with employees' creativity, whereas job autonomy was found to have no direct but only an indirect significant association with employees' creativity. The implications of these findings are discussed, and various suggestions are proposed for managers, in order to promote creativity in organisations.*

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**Key Words:** Contextual factor, Employees' creativity, Intrinsic motivation, Job autonomy, Personal factor, Mediating variable

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# Paternalistic Leadership and Organizational Commitment in the Service-Sector: The Moderating Role of Positive and Negative Affect

Prashant Sunil Borde\*, Ridhi Arora\*\* and Sanjeeb Kakoty\*\*\*

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*Human resource management research has generally ignored the influence of an individual's emotions on organizational outcomes, especially in negative, stressful times. This study examines the linkages among Paternalistic Leadership, Organizational Commitment (OC), Positive Affect, and Negative Affect. Data were collected through 321 self-administered questionnaires completed by employees in different service-sector organizations in India. Data analysis using SPSS-28 focused mainly on exploratory factor analysis, correlation analysis, and hierarchical multiple regression analysis. The results revealed a positive correlation between paternalistic leadership and OC. Although positive and negative affect individually had only a weak moderation effect on this relationship, they were observed to be significant predictors of OC. The findings of the study suggest that encouraging paternalistic behaviours among corporate leaders and enhancing positive employee emotions will have a positive impact on organizational commitment.*

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**Key Words:** *Affect, Hierarchical regression, Organizational commitment, Paternalistic leadership*

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