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Effect of Service Convenience on Service Loyalty: Moderating Role of Consumer Characteristics

Arafat Rahman* and Parisa Islam Khan**

The concept of service convenience has received substantial attention in services marketing literature. Nevertheless, little is known about the relationship between service convenience and service loyalty when consumer characteristics act as moderators. This study aims to investigate these associations in the context of superstores operating in Bangladesh. The study findings suggest significant relationship between service convenience and service loyalty in the presence of age, gender, and education level of consumers. Decision and post-benefit convenience have been found to be significant across all categories of consumer characteristics whereas transaction convenience has been insignificant for all categories of consumer characteristics. A number of future research directions have been proposed which include the reproduction of the study model in other service settings both for business-to-consumer and business-to-business services. Furthermore, researches can be extended to investigate the underlying causes of the insignificant predictive ability for the transaction convenience related to retail services.

Key Words: Convenience, Service convenience, Service loyalty, Consumer characteristics, Superstores

Voluntary Reporting of Human Capital in the Corporate Annual Reports: A Comparative Study of Bangladesh, India, and Malaysia[†]

Mir Mohammed Nurul Absar*

The general purpose of the study is to examine the nature and extent of Human Capital Reporting (HCR) practices in the corporate annual reports in Bangladesh, India, and Malaysia. The present study uses the comprehensive content analysis framework of theme/item (HC index), form, amount, and location to measure the nature and extent of voluntary HC reporting in the annual reports of 60 leading listed companies of Bangladesh, India, and Malaysia. Results show that Malaysian companies report HC to a greater extent in their annual reports than Bangladeshi and Indian companies do, although the overall difference among the three countries is very insignificant. The highest reported item in the corporate annual reports of all three countries is 'training and development', whereas the least reported items are 'separate HRA statement, and 'educational index of employees'. The HC disclosure index formulated in this study can be used as a model by the companies of emerging economies to improve their HC reporting practices.

Key Words: *Human capital reporting, Human capital disclosure index, Annual reports, Content analysis, Bangladesh, India, Malaysia*

Job Performance of Forest Guards in India: Understanding the Personal and Behavioral Antecedents

Abhoy K Ojha* and Suresh Gairola**

Performance of employees has been the direct or indirect focus on much of management research. In this paper, we examine the impact of goal orientation (task and success orientation), motivation (intrinsic motivation and hygiene factors), job satisfaction and job stress on job performance (task and contextual performance) of forest guards in India. Forest guards play a crucial role in the protection, conservation and management of forests, but very little attention has been provided to understand the personal and behavioral antecedents of their performance. In this study, we found that task orientation and intrinsic motivation had a strong positive impact, while job stress had a strong negative impact, and hygiene factors had a moderate negative impact on task performance. We also found that task orientation and intrinsic motivation had a strong positive impact, success orientation had a moderate positive impact, and job stress had a weak negative impact on contextual performance. Ironically, job satisfaction did not seem to have an impact on either task or contextual performance. The implication of the findings on further research and practice are also presented.

Key Words: *Job performance, Personal antecedents, Behavioral antecedents, Forest guards, India*

Culturally Competent Behaviors at Workplace: An Intergroup Perspective for Workplace Diversity

Apoorva Ghosh*

With focus on cultural identities like ethnicity, race, gender, nationality, sexual orientation, etc., this study views cultural competence from the lenses of intergroup theory and workplace diversity. This paper has two highlights. First, the major focus is on using qualitative inquiry to offer a framework for culturally competent behaviors of organization and its personnel. This framework offers themes and categories on what behaviors of individuals and organization help them in dealing with cross-cultural situations effectively at workplace. Second, the findings also suggest how culturally competent behaviors of members and leaders of the organization groups affect the intergroup relations (group boundaries, power differences, affective patterns and cognitive formations including 'distortions') that involve identity groups and organization groups. Directions for future research are also discussed.

Key Words: Cultural Competence, Workplace Diversity, Intergroup Theory, Qualitative, India

Shoppers' Typologies and Diversities in Their Store Choice Behavior

Reena Garg*

The research paper highlights that retailers are required to choose a particular set of customers and position themselves distinctively as per their chosen market segment. The services of the retailers have to be distinctive in terms of the target market they want to serve. Proper targeting and positioning is imperative to attract and retain the ever demanding customers. The study features the psychographic segmentation as a vital basis to understand the diverse behavior of consumers particularly of food and grocery stores. The data for this study was collected through personally administered questionnaire from different parts of Delhi. Responses of 396 respondents were analyzed by applying techniques such as Factor analysis, Cluster analysis, one-way ANOVA and Welch ANOVA. Post-hoc tests (Tukey's HSD and Games Howell) were also carried out. The study has segmented the Indian consumers into three categories: Recreational shoppers, Apathetic shoppers and Economic shoppers. It has been found that all the groups differ significantly in their choice patterns. The empirical findings of the study would facilitate the retailers in choosing their target group and designing the marketing strategies. Carefully chosen segment and properly designed positioning strategy would provide the retailers a key to attract and retain their customers.

Key Words: Retailers, Store choice, Consumer behavior, Segmentation, Psychographic characteristics, Marketing strategy

Explicating the Mechanism of BOP Ventures: An Architectural Innovation Perspective

Shubhabrata Basu*

This paper investigates the precise mechanism adopted by some firms to enter and sustain in challenging, non-remunerative and fragmented markets like the Bottom of the Pyramid. Contrary to the received wisdom of a predominantly philanthropic orientation coupled with moderate profits, this paper argues that such ventures were motivated to revisit the cost structures of the venturing firms in an effort to become cost competitive in the conventional markets. To substantiate the above argument, a content analysis was performed on the published cases of firms operating at the Bottom of the Pyramid. The analysis revealed the adopted mechanisms and the possibly accrued economic benefits as a consequence of the choice of the mechanism, the same being reported in this paper.

Key Words: *Bottom of the Pyramid, Architectural Innovation, Core Utility of Products/Service, Format of Delivery, Competitive Advantages*

Shareholders' Wealth Effects of Mergers and Acquisitions on Acquiring Firms in the Indian IT and ITeS Sector

Smita Kashiramka* and N V Muralidhar Rao**

The paper evaluates the shareholders wealth effect of Merger and Acquisition (M&A) announcements on acquiring firms in the Indian Information Technology and Information Technology enabled Services (IT and ITeS) sector. It covers domestic deals announced between 1999 to 2000 in this sector. Event study methodology was used to estimate abnormal returns assuming semi-strong form of market efficiency. Using single factor and multiple factor market model to estimate abnormal returns, the results were tested using a combination of parametric and nonparametric tests. Both the models indicate that the acquiring firms made significant wealth gains in case of acquisition announcements whereas merger announcements generated losses to them. The standardized parametric tests give robust results as compared to non standardized tests. Also, the findings using parametric tests are supported by nonparametric tests as well. The paper also adds to the existing literature on the form of efficiency of the capital market in India.

Key Words: Mergers & Acquisitions, Acquiring Firms, Shareholders' Wealth, India, IT Sector

Escalating Crisis and Lagged Response: Perspectives from the Mumbai Terrorist Attack

G Ramesh*

The 26/11 Mumbai terrorists attack in 2008 offers rich ground for analysis from the perspective of crisis management and can help in evolving frameworks for further analysis. The analysis of the path of crisis has pointed the inadequacies in the existing literature on crisis management. Existing literature on crisis management discusses natural crises such as Mann Gulch or Tsunami; or industrial crises such as Bhopal Gas Tragedy or Three Mile Island. The Mumbai crisis had different characteristics and was like a chess game where the opening position was no doubt a surprise, but the opponents kept changing positions subsequently according to exigencies. The initial response; the path of the crisis and its build up; and its final closure provide excellent ground for rich analysis in understanding crisis management and the gaps in the existing frameworks. The crisis management is discussed in terms of the framework of timeline of 'event' and severity of consequences. These axes are being expanded to what can be called as 'space of the event' and 'impact value'. The dimensions of space are location, timeliness, triggers, and duration. The dimensions of impact value are human value, direct damages, collateral damages, economic damage, perceived loss by the society, and perceived risk of similar future attacks.

Key Words: Crisis Management, Man Made Crisis, Open System Crisis, Mumbai Terrorists Attack, Crisis Response Matrix
