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Mediating Role of Organizational Commitment on the Relationship between Quality of Work Life and Job Performance: A Study on Station Masters in Sri Lanka Railways

Jayarani Ramawickrama*, HHDNP Opatha** and MD Pushpakumari***

This paper is a systematic study based on the hypothetical deductive method carried out to glean empirical evidence with regard to organizational commitment and its mediating effect on the relationship between the quality of work life and job performance. This study was correlational and cross-sectional in the time horizon and the unit of analysis was the individual. A stratified random sample of 280 Station Masters was selected from the Railways Department in Sri Lanka. A pre-tested, structured, self-administered questionnaire was used to collect primary data. Correlation and regression analyses were conducted to test mediation. The results were consistent with the formulated hypotheses, establishing that organizational commitment successfully mediated the relationship between quality of work life and job performance of Station Masters who work in the Railways Department in Sri Lanka. Implications for theory and practice have been discussed.

Key Words: Job Performance, Organizational Commitment, Quality of Work Life, Sri Lanka, Station Masters

Thriving at Work: A Conceptual Examination of the Role of Emotional Social Competence (ESC) among Indian Managers

Abha Bhartia* and V Vijayalakshmi**

Emotional Intelligence (EI) has been often studied in the Indian management context. While the earlier studies on EI and leadership in India have focused more on performance aspects and leadership style, this study explores it as an integrated construct focusing not only on EI but also on the Social Intelligence (SI) required in an interpersonal context. This study adopts the integrated framework of Emotional Social Competence (ESC) to explore the role it plays in the manager's own thriving at work. The purpose of this study is to understand the influence and impact of ESC on the leaders' individual outcomes like thriving at work. A conceptual framework has been developed and propositions formulated to empirically evaluate the relationships between components of ESC and its influence on thriving of Indian managers, while taking into account the possible moderating role of Locus of Control (LoC) and Team Climate. The review of literature identifies the gaps in exploring the phenomenon of thriving at work in India in the context of ESC.

Key Words: Emotional Intelligence (EI), Emotional Social Competence (ESC), Locus of Control (LoC), Team Climate, Thriving at Work

Conceptual Mapping of Sensory Cues with Brand Association[†]

Balamurugan Annamalai* and Shabana Chandrasekaran**

The review examines the cognitive process of customers on exposure to brands and its associated meaning-making process. Marketers observe the cognitive process of customers as brand elements that form the reflective components of the meaning-making process. To understand the cognitive process better, it is essential to examine the constitutive elements of cognition—the sensory cues. The work details the interaction between customers and brands that get initiated through the brand communication made by marketers through online and offline marketing channels. Furthermore, the transmitted communication gets captured by the human brain through sensory cues that get decoded. These captured sensory cues and the subsequent meaning-making process leading to brand image formation have then been explored through a comprehensive literature review. Finally, a conceptual framework has been developed to link sensory cues with the brand identity elements that form the brand image. The framework will enable marketers to engage with customers through sensory marketing effectively.

Key Words: Brand Association, Customer-brand Interaction Process, Constitutive Concept, Sensory Cues, Sensory Marketing

Privacy Concerns with Social Networking Sites: An Empirical Investigation of Users in National Capital Region (NCR), India

Ravneet Singh Bhandari* and Sanjeev Bansal**

Digitalization is the forceful thrust for any socialization chain. The urge for advanced communication has prompted the development of Social Networking Sites (SNSs), and since the last few decades they have been the most widely used medium for socialization and communication. As the usage of social media involves sharing personal information, there is an always a concern for privacy for social media users. Swift expansion of SNSs has led to privacy concerns, as they contain sensitive personal and consumer information. This research study is an empirical investigation about the impact of privacy concerns on users' reception of SNSs. The literature review for this study recognized the theoretical perspectives of privacy and privacy concerns with respect to SNSs. While a few researchers have considered variables only from SNS developer's point of view and the others from the individual user's point of view, the present study have tried to understand empirically the impact of privacy concern on SNS by considering the perspectives of both developers as well as users. A questionnaire was developed about the diversified parameters of privacy concern and their impact on SNSs. Data were then collected using the questionnaire from the sample of 318 respondents, selected using random sampling method from the National Capital Region (NCR) of India. The collected data was later subjected to Exploratory Factor Analysis (EFA) and multiple regression analysis. Five factors, namely, site characteristics, privacy scams, perceived benefits, legislative measures, and user profile, emerged from the EFA, of which the latter four were found to be significant predictors of privacy concerns. This study provides valuable insights into how privacy is perceived by the user and what site owners must do to protect user privacy.

Key Words: Communication Online Networking, Privacy, Social Networking Sites, Social Media, User Attitude

An Examination of the Risk Severity of Kingfisher Airlines Ltd. (KFA) Pre- and Post-acquisition of Deccan Aviation Ltd. (DAL)

A Satya Nandini * and Soumya Rao**

The open sky policy promulgated by the Government of India encouraged Kingfisher Airlines Ltd. (KFA) to commence operations in 2005 as a Full-Service Carrier (FSC). But rivalry from Low-Cost Carriers (LCCs) compelled Vijay Mallya, the Chairman of United Breweries (Holdings) Ltd. (UBHL) to takeover Deccan Aviation Ltd. (DAL) in 2007, through his wholly owned subsidiary Kingfisher Radio Ltd. (KRL). This gave him the opportunity to operate into LCC brand Air Deccan. The acquisition deal intended to attain efficiency in operations maintenance and reach break-even quickly. However, due to increasing fuel prices, debt and improper management strategies, profitability could not be attained by KFA. This study aimed to recognize the risk severity and effectiveness of the acquisition strategy by assessing the financial and operational risks of KFA. Financial data of KFA for five years pre- and post- the acquisition event were used and tested using applicable statistical techniques. In total, eleven ratios were computed, out of which seven ratios viz. Equity Multiplier, Interest Coverage (two ratios), Net Fixed Assets to Net Worth, Proprietary, Total Debt to Net Fixed Assets and Total Liabilities to Net Worth were negatively affected post-acquisition. This clearly indicated that the decision to acquire DAL and resource utilization by KFA proved futile. Implications for practice from this experience have been mentioned.

Key Words: Acquisition, Break-Even, Financial Risk, Kingfisher Airlines, Operational Risk

Influence across Cricket Formats in the Indian Context: An Exploration of a Meta-metric Framework for Formative Assessment

Subhasis Ray*

There is much debate about the pros and cons of Twenty20 Internationals (T20Is) and the Indian Premier League (IPL) in particular, raising concerns on the fading interests in the relatively puritanical form of test cricket. In spite of ample availability of cricket data, there is ironically a dearth of serious academic research in this area. The present expert survey-based research reinforces the belief that test cricket forms the basis of cricket and that any future plan should not be devoid of test cricket in the Indian context. The study ascertains that T20I and tests are the two extreme formats with respect to ratings on skill, excitement and value for money using technique of Analytic Hierarchy Process (AHP) with One-Day Internationals (ODIs) assuming the mid position consistently. Hence, the study recommends the assessment of the influence of T20Is and IPL on test cricket and India's performance in future. In the absence of any established framework, a meta-metric framework has been derived by using the expert survey by identifying the set of parameters for such formative assessments.

Key Words: Analytic Hierarchy Process (AHP), Cricket Formats, Indian Premier League (IPL), Meta-metrics, Twenty20 Internationals (T20Is)

An Assessment of the Impact of Karma Yoga on Performance in Teams[†]

Aditya Bali*, Tohid Kachwala** and Sreeram Sivaramakrishnan***

Karma Yoga (KY) is an important Indian philosophical concept that teaches the technique of working selflessly for a higher purpose without the desire for personal reward. The message of karma yoga is very relevant for today's working professionals. However, there are limited empirical studies demonstrating benefits of belief in karma yoga at the workplace for individuals and teams. The present study addresses this gap by using behavioral games to measure the effect of belief in karma yoga on individuals and teams in a controlled environment. A sample size of 167 respondents was used that included undergraduate and postgraduate students, working and retired professionals and home-makers. The study uses a variant of the multiplayer public goods game and concludes that a higher belief in karma yoga is positively correlated with stronger individual performance in a group. A belief in karma yoga could help drive individual performance in teams and lower instances of employee corruption. The study adds to the scanty literature on the applicability of Indian philosophical concepts in business.

Key Words: *Experimental game, Indian philosophy, Karma Yoga, Performance theory, Public good*

Branding Dilemma and Global Expansion: The Case of Caliber Technologies

Vivek Pani Gumparthi* and Madhurima Deb**

This case study is about a branding dilemma faced by Caliber Technologies, a software company based out of Hyderabad, India. Caliber provided software solutions to companies in pharmaceutical, petrochemical and food & beverages industries, and the efficacy of its products suite was acknowledged by its clients. In the wake of a good financial performance during the Financial Year (FY) 2016-17, the Chief Executive Officer (CEO), Satya Sekhar Surabhi, received a rather rude shock when a client turned down a proposal by Caliber during one of its sales calls, stating that his company wanted to deal with products from well-established global players only. For Satya, a rejection that took place due to the limited visibility of the brand of Caliber Technologies was difficult to digest. Incidentally, Caliber had already established an international presence in the form of Caliber Infosolutions, a registered company in the United States of America (USA), but reality hit hard as it was still perceived to be a local Indian player in the market. This led to Team Caliber reinventing and branding itself as a global entity.

Key Words: Brand Strategy, Business-to-Business (B2B) Marketing, Global Branding, International Marketing, Market Expansion
