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Impact of Workplace Spirituality on Organizational Commitment of Academic Staff: An Empirical Study in the Public Universities of Sri Lanka

D K Sewwandi* and K A S Dhammika**

Work has become the centerpiece of individuals' lives today, which increasingly calls for spiritually rich work places where they may experience a sense of community as well as personal and work goal congruence. Demand for such conducive work-places is high among academia which encompasses activities requiring the support of spiritual values. However, such needs are not adequately addressed by the prevailing system of education which may adversely affect the commitment of the academic staff towards their universities. Given this context, this study aimed at identifying the impact of spiritual values on organizational commitment of academic staff in public universities of Sri Lanka. Hypotheses were framed to depict the relationships between four dimensions of workplace spirituality—inner life, sense of community, meaningful work and alignment with organizational values—and the three types of commitment—affectionive, continuance and normative. A questionnaire-based survey was conducted among 387 university academics selected by way of stratified random sampling. While workplace spirituality dimensions explained significant variances of all three facets of organizational commitment, there were variations in the contribution of individual variables in predicting organizational commitment. The findings of the study contribute to fill a gap in extant organizational behavior literature and provide support for the new initiatives taken by the university administration towards enhancing workplace spirituality among academics.

Key Words: Academics, Organizational Commitment, Sri Lanka, Universities, Workplace Spirituality.

Impact of Work-Place Bullying on Turnover Intention: A Study among Indian School Teachers

Rama Shankar Yadav¹, Sanket Sunand Dash², Saurabh Sinha³ and Jahnavi Patky⁴

The concept of workplace bullying is gaining prominence in academic literature today. This study explored the social and occupational factors that impact school teachers' experiences of bullying and identified the psychological mechanisms linking workplace bullying to turnover intention. Usable data was collected from 151 full-time school teachers working in 34 schools located in three different cities of India and Partial Least Squares Structural Equation Modeling (PLS-SEM) was used for analysis. Results revealed that workplace bullying leads to turnover intention among the school teachers, where work alienation acted as a partial mediator. Interestingly, unmarried male school teachers were bullied more compared to their female colleagues. Findings suggest that school administration can reduce instances and consequences of workplace bullying by identifying at-risk people and providing a supportive work climate. This study contributes to existing literature by identifying demographic antecedents of bullying among school teachers and explaining the psychological mechanisms through which workplace bullying leads to turnover intention among school teachers in the Indian context.

Key Words: Gender, Teachers, Turnover Intention, Work Alienation, Workplace Bullying

An Assessment of the Digitalization of the Electoral Process in India and its Impact on Voter Turnout

Sriram Rajagopalan* and Sriram Ravi**

The digital technology has significantly enhanced the convenience of communicating with the society. Technology platforms like social media, website blogs, and block chain have helped in furthering fast and effective interaction among the various segments of the society. While it is true that digital technologies can be effectively used for enhancing communication with voters in an election, there are ambiguities about the relative effectiveness of different types of digital interventions. It is against this context that we decided to conduct the study reported in this paper. In the first part of our research we identified common patterns of using digital platforms by international societies in promoting their election campaigns. In the second part of our research we chose a sample of 154 respondents eligible for voting in India and collected data from them using five-point Likert scale on their preferences for the use of digital platforms. These data were analyzed using Partial Least Squares (PLS) based Structural Equation Modeling (SEM) to test our research model. While digitalization of decentralized polling booths, e-mail communications, social media exposure, telecommunications emerged as significant factors for improving voter turn outs, duration of social media usage, discussion forums, voters' portal and image sharing have not been found to be effective.

Key Words: Digitalization, Digital Campaigns, Electoral Participation, India, Social Media

Antecedents and Consequences of Customer Engagement: A Study of Users of Online Food Delivery Applications

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India witnessed a huge growth in the foodtech industry during the last few years and so is the time spend by Indians in exploring and ordering food online. The study examines various factors that influence engagement of users of food delivery mobile applications and whether this engagement can lead to repeat purchase behavior. The study attempts to enhance the understanding of customer engagement by empirically testing a framework which identifies cultural factors as an antecedent in addition to technological, monetary and psychological factors. The study attempts to fill the gap in the existing literature which hitherto focused only on the psychological, cognitive or behavioral perspective of customer engagement. The study was conducted in India from a sample of users of online food delivery apps. The data was analyzed using AMOS-SEM (Structural Equation Modeling). The outcome of the analysis suggests that, technology factors, monetary factors, psychology factors and cultural factors as antecedents are found to have significant positive impact on customer engagement and repeat purchase behaviour as its consequence was also found to be significant.

Key Words: Cultural Factor, Customer Engagement, Food Delivery Mobile Application, Monetary Factor, Psychological Factor, Repeat Purchase, Technological Factor

Power of Love (AGAPE) in Leadership: A Theoretical Model and Research Agenda

Fallan Kirby Carvalho* and Zubin R Mulla**

What does love have to do with leadership? Everything! Agape is a form of love that involves intentionally promoting well-being (in response to acts, persons, or structures that promote ill-being) through humility, self-sacrifice, forgiveness, empathy, emotional control, and impartiality. In this paper, we review agape from multiple disciplinary perspectives, provide examples of inspiring leaders who have brought about transformation through agape, explain how agape can be used to combat the current challenges faced by business leaders, especially during the rise in abuse and harassment in the workplace and the onslaught of coronavirus pandemic. The authors also offer a theoretical model that captures the antecedents of leaders' agape, its outcomes, and the mediating and moderating processes through which leaders' agape behaviors result in key follower outcomes. How leaders' agape addresses the current limitations in leadership theory and how it positively revolutionizes relationships at work have been discussed, thereby making it an interesting field for research and practice.

Key Words: Agape, Attachment Style, Ethics, Leadership Effectiveness, Power Distance Orientation

Development and Validation of Scale for Measuring Sources of Fear of Covid-19 (FCOV-19)

Ramajanaki Doraiswamy Iyer* and Gayatri Iyer**

India stands second in the world in terms of the number of Covid-19 cases, which is rapidly rising in Mumbai, the financial capital of India. Mumbai is a densely populated city where social distancing is a challenge. Fear of the disease and its impending consequences can lead to dysfunctional behaviors that could harm self and others. The aim of this study was to develop and validate a questionnaire (FCOV-19) for identifying and measuring the sources of the fear of Covid-19. A questionnaire consisting of 10 items was designed and 400 respondents from Mumbai were recruited through online social media platforms. Exploratory factor analysis yielded two distinct factors. The factors—Health Fear and Precautionary Fear—were found to have adequate reliabilities. Validity assessment was also done and the scale was found to have acceptable psychometric properties. This scale is the contribution of this study, which can be used for further research on the fear of Covid-19 among the general population.

Key Words: Covid-19, Fear, Health, Precaution, Validity

A Comparative Analysis of the Performance of MNC Mutual Funds in India

Gurmeet Singh* and Lakshmi Padmakumari**

The mutual fund industry in India has proliferated due to factors such as infrastructure development, increased participation of foreign investors, etc. It has become one of the fastest-growing sectors in the financial market of India. With growth comes competition, and with increasing competition, there are a greater number of funds operating in the market. Typically, an investor is suggested a combination of funds to choose from, and with the limited information, he tries to create a well-diversified portfolio. This creates a challenge for the investor to select a fund that does well in an emerging market like India, which has a volatile financial market, frequent transition in business or economic cycle, and a financial or global crisis affecting the stock market every ten years. The main objective of the study is to evaluate MNC mutual funds' performance, stock selection and market timing skill by using Sharpe ratio, Treynor ratio, information ratio, M² model, Sortino ratio and Treynor Mazuy model. The data for the study are taken from Bloomberg. The study evaluates MNC mutual funds' performance based on their daily NAV for the period 2010 to 2019. The findings suggest that MNC funds perform better than the market and other theme-based mutual funds in India for most of the time frame. Our findings have significant relevance for stock market participants.

Key Words: Financial Markets, Investment Decision, Mutual Funds, Performance Evaluation, Portfolio Management

Elements of Services Marketing in the Hospitality Industry: A Case Study of Omni Group of Hotels

Meenu Mathur¹, Bhupendra Kumar Verma², Ravi Changle³ and Deepesh Mamtani⁴

The case examines hospitality services marketing practices of a hotel group located in India, the Omni groups of hotels. It provides insight on three important elements of services marketing, namely, external, internal and interactive marketing. The case deals with the challenges faced by the group from market conditions, its value system to keep its promises to the management, employees and customers as well as work collectively with important stakeholders to develop, promote, and deliver services. This case explains the concept of 'Services Marketing Triangle' and how its components link to the different aspects of the operations of this group. The teaching note provides some practical recommendations to enhance the role of technology in services delivery under the framework of the 'Services Marketing Triangle'. It also enunciates the possible ways to address the gaps in services delivery. This case study will be useful in teaching management courses, especially the subjects such as 'Marketing Management' and 'Services Marketing'.

Key Words: External Marketing, Hospitality Industry, Interactive Marketing, Internal Marketing, Service Quality
