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Leadership in the Context of Plantation Sector of Sri Lanka: Exploring the Style, Behavior and Perspectives of Estate Managers

S M M Ikram*, J M M Udugama** and U K Jayasinghe-Mudalige***

The paper explores the nature of managerial leadership within the estate working environment in the plantation sector of Sri Lanka by with a focus on estate managers. A survey of literature and a qualitative review carried out with the top most administrators of and expert stakeholders to this sector has led to development of a validated structured questionnaire, which was used to gather data from the Senior Estate Managers (n = 65) with more than 10 years of experience and are attached to 8 key Regional Plantation Companies (RPCs) in Sri Lanka by means of an in-depth personal interview. The premise of the article is the examination of the behavioral dimensions of leadership as rendered by estate managers. The outcome of analysis proves that most managers believed the leadership style that prevails in their organizations showed “empowering” characteristics; not a completely empowered culture but one where managers are empowered within the work environment. Further respondents preferred a more “consensual” nature of leadership and a “proactive” organizational climate, as opposed to a “reactive” leadership style. Furthermore, estate managers claimed to be satisfied with the existing management practices of their respective organizations.

Impact of Compensation Practices on Organizational Reputation

Patturaja Selvaraj* and Jerome Joseph**

Organizational reputation is not only about product market perceptions, external communication and advertising. Organizations have often found out that their reputations have been seriously damaged when questions are raised about the way in which they manage their employment relationship. Also, if organizations are to deliver good products and services then they need to attract and retain the best talent in a competitive labor market. This paper focuses on the organizational processes which help in developing organizational reputation in the context of compensation practices. Specifically, the role of adaptation to market changes, financial practices, performance linked pay, strategic HRM and organizational practices in impacting organizational reputation are explored.

Innovation Promotion Strategies: A Conceptual Framework

Ravindra Jain*

This paper is an attempt to carry out an extensive review of earlier research so as to propose hypothesized propositions and develop an integrated framework of innovation promotion strategies. The proposed framework suggests that (i) the process of innovation can be systematized and managed by pursuing well thought out, articulated and widely shared strategies; (ii) the organization's innovation promotion capability is an integrated capability; and hence in order to manage innovation process in an organization effectively, it is essential to integrate a set of innovation promotion strategies for various aspects like organizational learning, knowledge management and human resource management, technology management, customer orientation, social capital management, transformational leadership and employees' empowerment, team climate development, and employees' talent development; (iii) such strategies in some combination if pursued simultaneously, they are likely to have positive impact on one another; and (iv) an organization is expected to be competent enough to integrate such a set of strategies and apply them successfully to stimulate innovation.

Factor Structure of the Resilience Scale-14: Insights from an Indian Sample

Happy Paul* and Pooja Garg**

The Resilience Scale-14 (RS-14) is a well known tool used to measure resilience. The background literature reveals a significant gap with respect to its factor structure when used with non-treatment seeking working population of developing countries especially India. In an answer to these identified gaps, the present paper investigates the factor structure properties of RS-14 with a sample of employees working in Indian manufacturing firms (n=240). Responses to RS-14 were subjected to principal components factor analysis using SPSS 17.0 with direct oblimin rotation. The analysis yielded four factors in contrast to the original one strong underlying factor suggested by Wagnild (2009). The study also indicates that RS-14 may have the same factor structure as that of its longer version The Resilience Scale (RS). The study provides the first evidence on the factor structure of RS-14 in a sample of Indian working population.

Alternative Proxies for Estimating Firm Growth in Empirical Corporate Finance Literature: Evidence from Indian Manufacturing Sector

Raju Majumdar*

Empirical tests of theoretical propositions necessitate quantitative estimation of qualitative firm level attribute. The challenges of such estimation are nowhere more pronounced than it is the context of estimating firm growth as evinced from the multiplicity of proxies used. However in using or theorizing about the validity of these alternative proxies in their quest to measure a common intangible called 'firm growth', the issue of inter-relationship between these variables and the dimensions of growth, it is capable of capturing has never been explored. This research paper is an attempt to address this issue. This paper uses a sample of 459 listed manufacturing firms for the period 2004-05 to 2010-11, and employs correlation analysis as well as a panel data model to reach its conclusion. Findings of this research suggest that the alternative financial statements based measures of firm growth are not correlated to an extent that can warrant substitution or interchangeable use. And in certain cases correlations are stronger with time lags than without. Furthermore, it is also observed that financial statements based measures of growth have limited explanatory power when it comes to explain variations in market-to-book ratio of firms. Findings of this paper coupled with studies on the linkage between macroeconomic and capital market conditions with equity prices, provides indirect evidence that market-to-book ratio factors in the forward looking perspective of growth that the other alternative measures are not capable enough to capture, given their historical nature.

Can Fairness Explain Satisfaction? Mediation of Quality of Work Life (QWL) in the Influence of Organizational Justice on Job Satisfaction

Abhishek K Totawar* and Ranjeet Nambudiri**

Previous research has demonstrated a positive influence of organizational justice on job satisfaction; however, the underlying mechanism of this relation is yet to be explored. We first studied the pronounced relation between these two variables; then drawing from the social exchange perspective we proposed Quality of Work Life (QWL) as an explanatory variable for this relation. A mediation model is proposed with QWL mediating the relationship between organizational justice and job satisfaction. Data from 204 managerial employees confirmed this mediation. It also establishes organizational justice as an antecedent of QWL. This study offers a new perspective on basis of the unique nature and functions of QWL; the 'open to control' nature of QWL presents itself as a means of organizational interventions, and thereby contributing in appraisal of employees' job satisfaction. The study extends existing knowledge on job satisfaction, by establishing QWL as an explanatory variable. This is a substantial understanding because fairness perceptions are relatively less controllable by organizational interventions, in contrast QWL can easily be managed by regular organizational interventions.

Business Process Offshoring: Challenges in Establishing Enduring Relationships Between Canadian and Indian Organizations

Abhoy K Ojha*

Business Process Offshoring (BPO) is having a big impact on the way service activities are being organized across the world, just like manufacturing offshoring changed global manufacturing a few decades ago. This paper examines whether business process offshoring has the potential of helping Canada and India give a fillip to their trade relationship, which is today considerably below its potential. Based on a qualitative study of the experience of four Canadian organizations, it concludes that the impediments to increase cross border trade in services based on business process offshoring are many, and it may take a long time before it becomes a significant driver of growth for the Indian BPO industry or a significant contributor to trade between India and Canada.

Leadership and Change Management in a Crisis Situation: A Case About Administration of an Indian District Collectorate

Nina Jacob*

This paper presents a case study which examines organizational behavior themes in Indian district administration. It discusses and then puts forth analyses of leadership and change management issues. Using narrative techniques, the case begins with a confrontation between a newly appointed district collector, Pradeep Pandey and Mukul Bahadur, a leader of agitating farmers. Pandey decides to deal with the matter with an iron fist. He arranges to have Bahadur arrested when he crosses into Nandinagar district. At the same time, Pandey effects change in the District Collectorate's functioning. He uses the edgy situation created by the Mukul Bahasur arrest, to keep the Nandinagar District Collectorate personnel on their toes. He wants them to display greater initiative and work dedication. Pandey soon finds that motivating and leading his staff is easier said than done. The case culminates in an analysis of Pandey's leadership style and efforts to introduce change within the existing structure of the Nandinagar district collectorate.
