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Impact of Generation Gap on Job Involvement Among Administrative Officers of the State Universities in Sri Lanka[†]

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This study explores the differences among the generational cohorts in terms of their job-involvement. A multidimensional perspective of job involvement was adopted to assess and compare the levels of work-related involvement of Generation Y, Generation X and Baby Boomers with respect to the administrative staff of the state universities of Sri Lanka. A cross sectional, self-administered survey was used for collecting data from 205 respondents. Results of one-way ANOVA test revealed a significant difference among three generations of employees' in terms of their job involvement, which was stronger at the cognitive level, and the significance was higher among Baby Boomers and Generation Ys. Further, it emphasized that there was no significant difference in the level of job involvement between males and females employees. Accordingly, findings of this study will be of use to the government policy makers and university administrators in creating a good working environment to promote employee motivation and foster leadership and generational synergies within the workplace.

Key Words: Administrative officers, Generation gap, Job involvement, Sri Lankan state universities

The Mediating Role of Psychological Capital (PsyCap) on the Relationship between Human Resource Development (HRD) Climate and Employee Performance: A Study in Nepali Developmental Organizations

Isha Dhaubhadel*

The main objective of this research is to examine the effect of Human Resource Development (HRD) climate on employee performance and to test the mediating effect of Psychological Capital (PsyCap) in the relationship between HRD climate and employee performance in the developmental sector of Nepal. A quantitative research was carried out where questionnaires were distributed in the printed version as well as through online form using convenience sampling. A total of 231 completed and valid questionnaires were received and analyzed through SPSS 21. Correlation and regression were used to analyze the data. The findings showed that there is positive and significant relationship between HRD climate and employee performance, and that PsyCap fully mediated the relationship between them. The results are discussed in the light of prior studies, along with the theoretical and practical implications of the findings.

Key Words: *Contextual performance, Developmental organizations, Employee performance, HRD climate, Psychological capital (PsyCap), Task performance*

Does Internal Control Influence Financial Performance of Commercial Banks? Evidence from Bangladesh

Emon Kalyan Chowdhury*

This study intends to measure the impact of internal control on the financial performance of commercial banks in Bangladesh. Primary data has been collected from senior bankers of different commercial banks using a structured questionnaire and secondary data has been collected from the annual reports. Factor analysis was applied to identify the major factors of internal control variables such as environment, risk management, information and communication, control activities and monitoring system as prescribed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework and regression analysis was used to measure the impact of internal control factors on the financial performance namely return on assets of commercial banks. This study observes that the monitoring system and the information and communication process have positive impact while the environment, risk measurement and control activities have negative impact on the financial performance of commercial banks. It has further been noticed that regulatory authority has less control over the commercial banks in following the prevailing rules and regulations.

Key Words: Commercial banks, Components of control, COSO framework, Financial performance, Internal control

Influence of Destination Brand Experience (DBE) on Willingness to Recommend (WR) a Tourist Destination: A Study among Tourists in Sri Lanka

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Although there are many principles of 'branding' practiced and researched in the main stream marketing, which are applicable also to tourism marketing, 'Destination Branding' is emerging as a major strategy in the area of tourism marketing. The underlying notion of destination branding is the experience one gains about in relation to a particular destination which is known as Destination Brand Experience (DBE) and is identified as a key determinant of travelers' future behavior. While there are many studies on the impact of DBE on behavioral intention of tourists, there are very few studies on how DBE influences the tourists when making recommendations to others on 'where to go'. The present study, therefore, has empirically investigated the link between tourists' destination brand experience and their willingness to recommend a tourist destination to other potential travelers. Data were collected from 202 international tourists who visited Ella, Sri Lanka, a travel destination which is known as one of the best places to visit in the world and is renowned as a paradise of beauty based on judgmental sampling technique. Contrary to the findings of prior studies, the present study revealed a significant impact of tourists' sensory brand experience and intellectual brand experience on their willingness to recommend the particular destination to others. Given the increasing trend of promoting specific destinations rather than prompting a country in general, the findings of the study would be useful for developing location (destination) specific marketing strategies.

Key Words: Behavioral Intention (BI), Destination, Destination Brand Experience (DBE), Tourism, Willingness to Recommend (WR).

Modeling Start-up Barriers and Solutions Using Fuzzy Analytic Hierarchy Process (AHP) and Fuzzy TOPSIS[†]

Jitendra Gaur* and Kumkum Bharti**

A startup is a complex entity with several heterogeneous factors acting independently towards its progress, resultantly the probability of a failure seldom surpasses success probability. Thus, a preparedness towards dealing with weaknesses is equally important as working on the success strategies. The aim of this research is to identify the barriers that inhibit the functioning of a startup and as well as prioritize the solutions to overcome these barriers. A fuzzy AHP technique is adopted to identify, categorize and prioritize the startup barriers. Whereas, fuzzy TOPSIS is used to rank the solutions for startup barriers. Findings reveal four categories of startup barriers, i.e., funding, government, operational and organizational with multiple factors within each of these categories. The study proposes five solutions to counter 25 barriers with a recommendation of priority to implement these five solutions by the entrepreneurs. This is also one of the uniqueness of this study.

Key Words: Entrepreneurship, Fuzzy AHP, Fuzzy TOPSIS, Startup barriers, Startup solutions

Microcredit Usage Pattern and its Impact on Economic Activities of the Urban Deprived: A Study of Punjab State, India

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The recent Microcredit Expansion Schemes has helped to empower the deprived section of urban expanses by providing them easy access to credit coupled with socio-economic assistance. The total figure of the urban deprived people is still increasing compared to the rural poor. This article tests the microcredit usage pattern, availed through government schemes by the economically weaker section of the urban households, subsequently probing its influence on their economic activities (Income-Generating Activities) at different levels. The research used the snowball sampling method to gather information from 499 respondents living in Urban Agglomerations and Cities of Punjab. We used EFA to classify and condense economic activities dimensions regarding the microcredit usage pattern into valid factors. After that, Structural Equation Modeling was used to examine the proposed hypothesis. The research discovered that the micro-credit usage patterns are positively associated with economic activities at different levels of farming income, non-farming income, and wage labor income. The research remains restricted only to Government-funded microcredit schemes, especially for the upliftment of urban deprived people living in Punjab's densely inhabited expanses. We expect the modeling of evaluation and suggestive model to balance active, well-organized, and more unified execution of microcredit arrangements for urban poor and deprived. We expect the schemes to perform in such a manner that is socially and economically be more justifiable. The present research is significant because India's policymakers and Government are currently emphasizing urban poor masses.

Key Words: Credit Extension Schemes, Economically Weaker Section, Micro-credit Usage Pattern, Poverty Alleviation, Urban Poor Households

Blockchain in Capital Markets: Applications, Possibilities and Challenges

Neelam Rani*, Harshita** and Pranishaa R Prakash***

Blockchain, mostly recognized as the foundation behind the development of Bitcoin, is on a rising spree currently within the market operations, drawing in influences from companies, new businesses, initiatives and the media. This paper focuses on the different dimensions of the applicability of Blockchain technology to the capital market. Accelerated speed for settlement of transactions, reduction in costs, increase in number of transactions, enhanced efficiency and transparency are some of the expected benefits. Some challenges, however, might lurk, viz., changed dynamics of safety and regulations, redefined job roles, and mayhems of migration to a new ecosystem. Blockchain holds the potential to change many businesses. With more volumes of data getting created each day, as can be inferred from process engineering of digitizing records, it becomes important for each company to adequately deal with the potential safety threats and achieve efficiencies on costs and resources. All these features of blockchain with its concepts in use of decentralized authority, strong form and safety of information through digital transactions, are gaining the attention of executives and experienced officials. Different cases of implementation of Blockchain are additionally getting looked upon seriously across industry sectors, as the understanding levels about the different potential advantages and disadvantages of the technology are on the rise. Companies with cash-based operations are the main adopters of this innovation, even as it is yet to see multifold growth. The Blockchain technology is set on its course to turn into the new normal in the realm of cash-rich sectors.

Key Words: Blockchain, Capital market, Financial sector, FinTech, Technological disruption

Chai Thela: The Migh“Tea” Problem of Start-up Expansion

Uma Shankar Rangaswamy*

This case study highlights a major challenge of securing funding for further expansion of business, which is usually faced by start-ups. Start-ups hit roadblocks for want of additional funding for expansion after their initial success. How can start-ups secure additional funding for expansion and continue their successful growth? This case study focuses on the challenges faced by Pankaj Judge in procuring additional funding for his start-up Chai Thela. Pankaj pursued various options such as securing additional funding from Angel investors, approaching venture capitalist firms, considering corporate venture capital, and approaching banks for a loan, to scale-up his operations. The aforementioned options are commonly pursued by several other start-ups mushrooming in India. This case promotes discussion on the advantages and disadvantages of each of these options. Moreover, the case highlights the aspect of equity dilution when start-ups opt for additional funding. The case concludes by discussing strategic actions required to ensure Chai Thela's uninterrupted growth.

Key Words: Angel investors, Bank loans, (Corporate) Venture Capital, Entrepreneurship, Equity dilution, Funding, Start-ups, Scaling up
