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- N Perukshan, R R W M M T Abhayasinghe,  
R A P K Wijethunga, R H M V M Tennakoon,  
H M U S R Samarasinghe and R M N M Rathnayake** 7  
Key Success Factors and Challenges Faced by the Female Entrepreneurs  
– with Special Reference to the Confectionery Industry in Sri Lanka
- Dipak Prasad Bastola, Binod Krishna Shrestha  
and Prakash C Bhattarai** 30  
Leaders' Political Competency for Organizational Success:  
A Study of the Aviation Industry
- Sabith Khan and Anisu K Verghese** 59  
Impact of India's New CSR Policy on Corporate Decision-Makers
- Farah S Choudhary and Alka Sharma** 81  
In-Store Atmospherics: A Contextual Background  
Influencing Patronage Intentions
- Shefali Nandan and Sameeksha Madan** 108  
Challenges and Concerns of Work from Home during  
Covid-19 Pandemic in India: An Exploratory Study
- Indu Ranga (Ranga I), Bindu Ranga (Ranga B)  
and Ranbir Singh (Singh R)** 131  
Online Travel Reviews as a Novel Approach to Online Destination Image  
Formation: A Study of Nature Sites in Himachal Pradesh
- Aishath Thashkeel and Byju K P M** 152  
Teachers' Emotions at Work  
– The Perceived Role of Supervisors and Coworkers
- Case Study**  
**V S Pai and Chetan V Hiremath** 177  
'MY FOOT': A Boutique in Search of Growth Strategies
- Book Reviews** 199



# Key Success Factors and Challenges Faced by the Female Entrepreneurs – with Special Reference to the Confectionery Industry in Sri Lanka

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*Around the world there are initiatives for encouraging women to become entrepreneurs. Although these initiatives are minor, the number of businesses by women is unlikely to grow in the long run. The study aims to investigate the key success factors and challenges that contribute to female entrepreneurs' motivation to participate in economic development. This study is conducted among the female entrepreneurs in the confectionery industry in Sri Lanka using the in-depth interviews. The sample of the study consists of eight female entrepreneurs who are actively engaged in business activities in the confectionery industry, with more than three years of successful business operations and active presence in social media platforms, Facebook and Instagram. The qualitative data gathered was analyzed using thematic analysis. The findings of the study show that the most significant factors contributing to the success of female entrepreneurs in the confectionery industry are the personality traits, psychological characteristics, and external support. The challenges faced by women entrepreneurs are the cultural barriers and the work-life balancing issues. It is expected that policymakers and support organizations will be able to make effective use of these findings to reduce the economically inactive population in Sri Lanka and thereby improve the economy in general.*

**Key Words:** Confectionery industry, Female entrepreneurship, Psychological characteristics, External support, Personality traits, Cultural barriers, Work-life balance

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# Leaders' Political Competency for Organizational Success: A Study of the Aviation Industry

Dipak Prasad Bastola\*, Binod Krishna Shrestha\*\* and Prakash C Bhattarai\*\*\*

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*The role of organizational leadership in achieving a high-performance level is much debated; thus, there is a crucial need to research leadership and organizational performance. In addition, the effect of leaders' political maneuvering skills to shape organization and its performance has not been researched yet. In response to this, we have conducted this study that establishes the relationship of leadership effects on their organizational performance and role of organizational leaders' political competency in the context of Nepali aviation industry. A study on three successful and three failure airlines has been performed through the case studies using qualitative research method with the support of literature on leadership development theories and themes and organizational performance measurement themes and role of political competency of leaders. It appeared that political competency of leaders played great role in shaping leadership style and their actions in managing organizational structure, resources, systems and culture for successful organizational performance in the prevalent political and competitive situations. Political competency namely cooperations and relationship building skills and tactics of leaders is crucial factor for making the organizational success. This study draw implication for fostering value based leadership in the politically turbulent environment in developing countries.*

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**Key Words:** Leadership, Leadership factors, Leadership style, Organizational factors, Organizational performance, Organizational success, Political competency

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# Impact of India's New CSR Policy on Corporate Decision-Makers

Sabith Khan\* and Anisu K Verghese\*\*

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*Decision making in CSR and especially funding is fuzzy, with organizations averse to risk taking and influenced by the corporate leaders' interests to focus on initiatives that matter to them. Taking objective decisions based on insights and aligned with the organization's CSR priorities can lead to more meaningful impact for the community. Even the best intentions of organizations to abide by governmental guidelines on CSR spending can be ignored due to risk aversion and pressures to complete funding by the stipulated timelines, leading to less than optimal impact. The qualitative research with in-depth interviews among 9 CSR practitioners identifies the challenges and outlines the approaches to influence decision making within organizations, specifically related to the 2% CSR policy. A typology of organizations at various stages of their decision-making process is proposed and the practical implications are discussed to support managers better direct CSR funding and improve organizational impact on society. Findings suggest that companies typically fall within three categories related to the policy: doing what's expected, doing what's good and doing what's right. Decision making is inconsistent with organizations weighing internal and external factors to ensure they are on the right side of the law.*

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**Key Words:** CSR, India, Decision-making, Tax Policy, Governance, Corporate Governance, Civil Society

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# In-Store Atmospheric: A Contextual Background Influencing Patronage Intentions

Farah S Choudhary\* and Alka Sharma\*\*

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*In today's evolving retail environment, many retailers are responding to the threat of internet-based shopping by leveraging the "brick-and-mortar" advantages that virtual retailers cannot match, through the creation of an entertaining and appealing atmosphere within their stores. Thus, understanding various aspects of store atmospheric and its impact on consumers' behavior is critical for retailers' success. The study has focused on examining the impact of six SA cues (odor and music, temperature, lighting, color, layout and store design, and staff) on store image and patronage intentions. The data were collected from customers of three top multi-category stores in India, viz., Shoppers Stop, Pantaloons, and Lifestyle. The results suggest that out of all the elements, layout and store design stimulates the store image most in the Indian context. The present study proposes a comprehensive model based on the S-O-R paradigm for examining the effect of store atmospheric on patronage intentions that fit in the Indian retail environment.*

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**Key Words:** Store Atmospheric, Retailing, Store Image, Patronage Intentions

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# Challenges and Concerns of Work from Home during Covid-19 Pandemic in India: An Exploratory Study

Shefali Nandan\* and Sameeksha Madan\*\*

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*The outbreak of the Covid-19 pandemic forced many employees to work from home. The shift in work mode happened suddenly when people were grappling with major threats to health and life and were not well prepared for the new method of working. It resulted in greater demand on time with stay-in family members and blurring boundaries between work and life domains. This exploratory study aims at identifying the concerns and challenges of working from home during the pandemic situation. Data were collected from 155 full-time employees from the private sector, government, and semi-government organizations, who had the experience of working from home during the Corona pandemic situation. The sampling method was a combination of convenience sampling and snowball sampling. The study developed a new scale since the issues and concerns were unprecedented. Exploratory factor analysis resulted in five factors—work-life fusion, perceived organizational support, health concerns and resource constraints, reduced interactions with colleagues, and distractions of the home environment—that emerged as major concerns and challenges of working from home during the pandemic times. The study also showed that a significant difference existed between the perceptions of male and female employees with respect to only one factor, namely, reduced interaction with colleagues.*

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**Key Words:** Covid-19 pandemic, Exploratory factor analysis, Remote working, Scale development, Work from home, Work-life balance, Work-life fusion

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# Online Travel Reviews as a Novel Approach to Online Destination Image Formation: A Study of Nature Sites in Himachal Pradesh

Indu Ranga (Ranga I)\*, Bindu Ranga (Ranga B)\*\* and Ranbir Singh (Singh R)\*\*\*

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*Online Travel Reviews (OTRs) are rapidly gaining popularity among tourists by presenting the individual-environment interactions regarding a destination. These interactions provide insights into their knowledge, feelings, actions about the destination, and influence their potential travel decisions. The objectives of this study are to investigate the Online Destination Image (ODI) and its components, i.e., cognitive, affective, conative from the online travel reviews posted by tourists visiting natural areas of Himachal Pradesh, India, and to examine the positive and negative ODI components. The study also explores the travel reviewers' profiles in order to understand the characteristics of tourists visiting the state. To achieve the objectives, 731 OTRs posted on a travel review site were investigated. Thematic analysis of reviews was conducted to categorize ODI components. The data were analyzed through NVIVO 12 and SPSS 28. This study has found a positive online destination image of natural sites of Himachal Pradesh and provided substantial insights regarding cognitive image. The affective image was found encouraging and recommendations were provided to potential tourists.*

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**Key Words:** Himachal Pradesh, India, Nature Tourism, Online Destination Image, Online Travel Review

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# Teachers' Emotions at Work – The Perceived Role of Supervisors and Coworkers<sup>†</sup>

Aishath Thashkeel\* and Byju KP M\*\*

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*The purpose of this study was to examine primary school teachers' negative emotions at work, their emotion regulation strategies, and the resulting Counterproductive Workplace Behavior (CWB). The study method is qualitative in nature. Data was collected using semi-structured one-on-one interviews from 26 respondents who were randomly selected from 13 primary schools in the Greater Male' Region. The sample includes a Leading Teacher (LT) and a teacher from each school. Using NVIVO, the responses were classified into themes and subsequently into broader patterns. According to the findings, coworkers were not identified as a substantial source of negative emotions for either group of employees, but supervisors were shown to be a major stressor exclusively for LTs. The study also showed that there is no dominant regulatory strategy in place for LTs. It was observed that the strategy varies depending on who they interact with. Alternatively, teachers have shown a consistent approach of regulating and discussing as their dominant regulation strategy. Both LTs and teachers were also found to be using deep acting and surface acting which conforms to the display rules of the profession. Resultant CWB due to negative emotions is evident in the study. Yet, only passive CWB were reported by the respondents and no aggressive behaviors were found. The findings of this study will help the key stakeholders to understand and address the sources of teachers' negative emotions at work and the resulting CWB. If not addressed, these factors could have harmful impacts on the students, coworkers, and the community.*

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**Key Words:** Counterproductive Work Behavior, Display rules, Negative emotions, Regulation Strategies, Teachers

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## Case Study

# 'MY FOOT': A Boutique in Search of Growth Strategies

V S Pai\* and Chetan V Hiremath\*\*

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*My Foot case depicts the situation faced by Manmath Shetty, proprietor, when he had to decide on several aspects related to the growth of his business. My Foot is a boutique organization dealing with customized leather products and accessories at Hubli in North Karnataka, India. Manmath Shetty considers design, innovation, research and development as well as Indian hand-crafted products as the uniqueness of his enterprise. Bespoke products backed by quality and on-time delivery drove his business. In 2021, his firm had sales of INR 10 mn. He is keen to grow his business without losing focus on customization, the hallmark of his success. He intends to explore the possibilities of entering other geographic markets with existing and new products to serve new customers. However, he is constrained by limited brand awareness of My Foot, the need for vendor development to ensure continued customer satisfaction and remain technologically competitive. Shetty is concerned about making appropriate organizational changes, increase capacity, access necessary funds and explore online marketing to grow his business. This to him appears to be a daunting task.*

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**Key Words:** Customization, Design innovation, Small enterprise, Leather footwear business, Social orientation, Vendor development

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