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Impact of Service Climate Dimensions on Customer Service Quality: Test of a Multilevel Model

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Quality of services provided by employees has been found to be dependent on management practices and support. This study models the relationships between employees' ratings of specific elements of management support and practices and customers' ratings of services. Analysis of data using multilevel modeling applying Hierarchical Level Modeling (HLM) techniques show positive relationship between employees' ratings of human resources practices, service emphasis, service behaviors, and service capability with customer satisfaction, negative relationship of employees' ratings of interpersonal relations with customer satisfaction, and no linkages of employees' ratings of service quality and coordination with customer satisfaction. Customer satisfaction varied between offices, thereby indicating moderating influence on service climate strength among different offices. This study helps us draw inferences for both academics and managers.

Key Words: *Multilevel modeling, Service climate, Service behaviors, Service capability, Service climate strength*

Paradoxical HR Practices to Respond to Tensions: The Need for Clarity, Co-creation, and Change-readiness

Soniya Dabak* and Zubin R Mulla**

Rapid changes, acute constraints and diversity are triggers to reimagine HR practices. In this paper, we ask: "How can HR practices be designed and delivered to enable integrative, paradoxical responses to tensions?" We address this question using grounded theory developed based on semi-structured interviews with Chief Human Resource Officers (CHROs). The study revealed that there are three common underlying principles for the design and delivery of 'paradoxical practices'; namely, clarity, co-creation, and change-readiness. Embedding these principles while designing and delivering HR practices such as performance management, rewards and recognition, learning and development, and inclusion enables HR managers to make appropriate but paradoxical responses to tensions. We also found that HR tensions intensified during the pandemic. The findings make contributions to HR theory in terms of understanding the principles for the design of paradoxical practices to respond to tensions and has identified numerous practical response strategies for managing difficult HR situations.

Key Words: *Co-creation, Change-readiness, Clarity, HR Professionals, HR principles/ practices, Paradoxical responses, Tensions,*

Gender Imbalance Across Various Hierarchies of Management: A Study of Indian Hotel Industry

Farha Naz Khan[1], Neeraj Sehrawat[2], Sumanjeet Singh[3] and Vimal Kumar[4]

The study addresses the gap arising out of data inadequacies and portrays the alarming figures of females in hotels by computing gender quotient indexes. The constituents of gender sensitivity are identified through perceptions of 355 male and female employees using a self-administered questionnaire, as a probable solution to foster a gender-sensitive environment. The findings reveal the existence of gender imbalance at all the levels of hierarchy in hotels. An implication of this finding is that hotels should ensure equal opportunities for female employees at all levels including leadership positions. The present study is one of the pioneering works which computed indexes based on the total number of male and female employees in the hotel industry. Furthermore, it provides insights into the components of gender sensitivity based on original data collected through field survey.

Key Words: *Gender inequality, Gender imbalance, Gender diversity, Gender sensitivity, Gender quotient index, Hotel industry, Sustainability*

Impact of Individual Personality Traits on Organizational Commitment of IT Professionals in India: The Moderating Role of Protean Career

Pankaj Kumar*, Sunil Kumar** and Anshu Lochab***

The research reported in this paper tests the relationship of three personality traits namely: Proactive Personality (PP), Goal Orientation (GO), Meta-skills (MS), and Organizational Commitment (OC), along with the moderating effect of Protean Career on this relationship. The data for this study were collected from a sample of 600 Indian IT professionals was analyzed using various statistical techniques such as: Descriptive statistics, Correlation Analysis. Structural Equation Modelling (SEM), PROCESS Macro tests. The results of the study show that Meta-Skills and OC are significantly correlated. By contrast, Proactive Personality and Goal Orientation have non-significant relationship with OC. Similarly, the moderating effect of Protean Career on the relationship between personality traits and OC is non-significant except for one constituent of Protean Career, namely, Self-Directed (SD)Goals, which has a moderating effect on the relationship between PP and OC, MS and OC, respectively. This study has therefore shown that individuals having Self-directed (SD) goals are committed to the organization. Except for this relationship and the one between Meta-Skills and OC, personality traits have no significant relationships with Organizational Commitment.

Key Words: IT Professionals, India, Protean career, Organizational Commitment, SEM

The 'Beauty' of Ingredients:
Influence of Ingredient Branding
on Service Purchase Decision

Tapish Panwar* and Kalim Khan**

Rampant commoditization has rendered traditional sources of differentiation weaker in the face of rising competition for beauty services in the organised sector. This paper explores the adoption of Ingredient Branding by organised beauty service providers for differentiating themselves against the competition. The study was conducted in a mixed-method mode, using personal interviews, and online surveys conducted in two stages. EFA and CFA were conducted to extract factors and test the hypotheses. It was found that the presence of an ingredient brand in a beauty service creates an impression of a positive experience for customers. A study of individual ingredients showed that in-house beauticians and the cosmetics used during the beauty service are the two most critical ingredients of beauty service. These insights can help organised beauty service businesses to create differentiation against competitors with the help of ingredient branding. The paper concludes with a discussion on the possible approaches to pick up the right ingredient brand for an organised beauty service business.

Key Words: *Beauty service, Ingredients, Ingredient branding, Salon branding, Service Branding, Service marketing*

Digging Empty Goldmine:
Using Star Rating and Helpfulness
Votes from Online Consumer Reviews

Sudhakar Vijayakumar*, R Venkatesakumar** and M Pachayappan***

Online consumer reviews characteristics like star ratings and helpfulness votes are significant and widespread visual cues consumers use in screening and assigning importance to select online reviews in their purchase decisions. Awareness of an association between star rating and helpfulness votes will allow them to make informed decisions during their purchases. Moreover, knowledge of the association between star rating and helpfulness votes between two e-retail firms will caution using the sources. To address these research gaps, we study the association between star ratings and helpfulness votes and compare this association between two e-retail firms. We use a descriptive research design to test the stated objectives. Online reviews from Amazon and Flipkart for 11 experience category products consists of 34 popular brands collected from the respective websites. Chi-square test of independence and Correspondence Analysis were applied to analyze the data. From the results, we suggest that star rating and helpfulness votes depend on each other for aggregate level and firm-level reviews. More than 75% of the feedbacks do not carry any helpfulness votes. Moreover, Amazon and Flipkart reviews show a vast difference in distribution patterns between helpfulness and star rating distribution. Establishing an association between star rating and helpfulness distribution and comparing this association between e-retailers are value additions from this research work. Due to restricted data access, we could not use brand characteristics data in our study. Since many reviews neither provide prescriptive suggestions nor contain helpfulness votes, firms should offer sentiment scores and star-rating together.

Key Words: *eWOM, Star rating, helpfulness, e-retailer, Online consumer reviews*

OOH' Morphs to 'DOOH': AdOnMo Sets Advertising from Motionless to Motion

Divya Kirti Gupta[1], Ashish Kumar Biswas[2], Anita Sukhwal[3], and Mounika Karnal[4]

This case attempts to understand the recent trends in advertising, where the shift is towards the use of digital platforms. It examines the journey of a start-up in Hyderabad city, AdOnMo Pvt. Ltd., which has emerged as a leader in Digital Out-of-Home (DOOH) advertising, through the digital Taxi-Top advertising. The case looks at several aspects related to leadership, business model and rapid expansion of the company. It details the challenges involved and raises two questions. First, what would this company do to mitigate the existing and the upcoming challenges? and second, would the company be able to retain its leadership position in digital Taxi-Top advertising in the future?

Expected Credit Loss Under IFRS-9 and Impact of COVID-19

Arjun Gope* and Gautam Mitra**

Implementation of new impairment model of IFRS-9 needs to estimate Expected Credit Loss (ECL) for valuation of financial instruments. The whole process of estimating credit risk and calculating of impairment requires in developing of the internal IFRS-9 model and methodology. According to IFRS-9, reporting value of the financial instruments must be presented on the balance sheet only after considering the ECL. Under the general approach, ECL considers the forward looking scenario, along with the past and present records, which entails macro economic factors. The recent Corona Virus Disease-19 (COVID-19) pandemic has significantly affected the economy at the macro level in general and the individual business entities at the micro level in particular. Thus post impact of COVID-19 on ECL is unavoidable. The paper attempts to explore how in accounting the ECL deals with the impact of COVID-19 in respect of valuation of the financial instruments at the date of reporting and disclosure of a business entity. The study incorporates qualitative as well as quantitative analysis. The novelty of the study infers some major findings. The study suggests that the COVID-19 outbreak has a significant impact on the calculation of 'Expected Credit Loss' (ECL).

***Key Words:** Business entity, COVID-19, Expected credit loss, IFRS, Reporting and disclosure*