

SOUTH ASIAN JOURNAL OF MANAGEMENT

- Anupama Sharma and Ranjeet Nambudiri** 7
Job-Leisure Conflict, Turnover Intention and the Role of Job Satisfaction
as a Mediator: An Empirical Study of Indian IT Professionals
- Meena Bhatia and Sanjay Dhamija** 28
Voluntary Disclosure of Financial Ratios in India
- Ravindra Jain, Cherry Jain and Prachi Jain** 50
Team Creativity at Work: A Conceptual Framework
- Rudra P Pradhan, Marepalli Uday Kiran, Saurav Dash
Debaleena Chatterjee, Danish B Zaki
and Ranapratap Maradana** 73
Development of Insurance Sector and Economic Growth:
The G-20 Experience
- Ruturaj Baber and Yogesh Upadhyay** 97
Examining the Role of Competition Intensity as Moderator on Market
Orientation and Performance Relationship in Private Universities
- S M Sohrab Uddin and Yasushi Suzuki** 114
The Dynamics of Concentration and Competition in the Banking
Sector of Bangladesh: An Empirical Investigation
- T J Joseph** 137
Multinational Enterprises and Technological Capability
in Indian Industries: A Sector-wise Analysis after Liberalization
- Case Study**
Jyoti Joshi Pant and Vijaya V 159
Challenges in Diversity Management:
A Case Study of MediHealth Systems
- Book Reviews** 187



AMDISA
A SAARC
RECOGNISED BODY



SAARC

Job-Leisure Conflict, Turnover Intention and the Role of Job Satisfaction as a Mediator: An Empirical Study of Indian IT Professionals[†]

Anupama Sharma* and Ranjeet Nambudiri**

The Indian IT and ITES industry has witnessed attrition as high as 15% according to Deloitte Human Capital Consulting in its Compensation Trends Survey 2013-14. Hence, the focus of most organizations in this industry is to reduce the turnover intention of employees ultimately resulting into reduction of actual turnover. Finding out all the factors which contribute to the turnover intention among employees is employers' high priority. The aim of this paper is to find out if job-leisure conflict influences the IT professionals' turnover intention. This paper further examines the relationship between job-leisure conflict, job satisfaction and turnover intention for professionals working in IT service provider organizations in India. It is hypothesized that job satisfaction will mediate the relationship between job-leisure conflict and turnover intention. The proposed model is grounded in the social-exchange theory and ideology of individualization. Data were collected from 173 IT professionals. Findings supported a significant positive relationship between job-leisure conflict and turnover intention and significant negative relationship between job satisfaction and turnover intention. It was also confirmed that job satisfaction plays a mediating role between job-leisure conflict and turnover intention. Implications, potential future research areas are discussed.

Key Words: Individualism, Job-leisure conflict, Job satisfaction, Social exchange theory, Turnover intention

Voluntary Disclosure of Financial Ratios in India[†]

Meena Bhatia* and Sanjay Dhamija**

The study examines the magnitude of voluntary financial ratio disclosure in India and the association of the magnitude of voluntary disclosure of financial ratio with the performance of the company, size and industry classification. The companies selected for the study were CNX100 National Stock Exchange (NSE) companies. Multiple regression and correlation were used to understand the relationship between disclosure index and selected independent variables. The study found the magnitude of voluntary disclosure of financial ratios to be low. The regression and correlation results revealed that the magnitude of financial ratio disclosure was significantly influenced by the size of the company. The study concluded that companies in India must disclose financial ratios, as it would help stakeholders understand and interpret the financial statements better. For better investment decisions, the securities market regulator of India, SEBI needs to take a view on making reporting of selected ratios mandatory. For comparability purposes, SEBI may also standardize the method of calculating financial ratios.

Key Words: Correlation, Financial ratios, India, Multiple regression, Voluntary disclosures

Team Creativity at Work: A Conceptual Framework

Ravindra Jain*, Cherry Jain** and Prachi Jain***

In prior research, the issue of team creativity could not be adequately examined and whatever little has been done is scattered. Therefore, this paper aims at reviewing and integrating the results of the earlier research studies on 'team creativity' carried out so far. Based on the outcomes of comprehensive review and consequently emerged propositions 'a theoretical framework of team creativity' is presented. In such a framework, it is suggested that the seven key factors, viz., creativity of individual team members, team composition and team diversity, team cohesion, team structure, team reflexivity, perspective taking, and empowering and transformational leadership influence team creativity. The review revealed a number of propositions which may be taken up to test in future research in the field of creativity in team context. In this paper, a few significant issues which remained unresolved in prior research have also been identified and put forth for future research.

Key Words: Creativity, Empowering leadership, Perspective taking, Team cohesion, Team creativity, Team diversity, Team reflexivity, Team structure, Transformational leadership

Development of Insurance Sector and Economic Growth: The G-20 Experience

Rudra P Pradhan¹, Marepalli Uday Kiran², Saurav Dash³, Debaleena Chatterjee⁴,
Danish B Zaki⁵ and Ranaprata Maradana⁶

The paper examines the long-run relationship between development of insurance sector and economic growth in G-20 countries for the period 1980-2011. Using Vector Auto-Regressive (VAR) model for testing the Granger causalities, the study finds the presence of both unidirectional and bidirectional causality between development of insurance sector and economic growth. The policy implication of this study is that the economic policies should recognize the differences in the development of insurance sector and economic growth in order to maintain sustainable development in the G-20 countries.

Key Words: *Development of insurance sector, Economic growth, VAR, Granger causality, G-20*

Examining the Role of Competition Intensity as Moderator on Market Orientation and Performance Relationship in Private Universities

Ruturaj Baber* and Yogesh Upadhyay**

Higher education sector in India has witnessed a rapid growth in the past few years. The number of private universities is increasing and so is the intensity of competition in the higher education sector. Scholars in the past have linked market orientation with organizational performance. This paper aims at examining the market orientation-performance relationship in private universities of India. The study also examines the moderating effect of competition intensity on the market orientation and performance relationship. Results of the study confirmed the presence of a positive relationship between market orientation and economic performance. The study not only explored economic performance but also examined the effect of market orientation on students' and research performance of the universities. The results of the study indicated that the intensity of the competition affects the proposed relationship between market orientation and performance in private universities. Implications, limitations and directions for further research are also discussed in the later sections of the paper.

Key Words: *Competition intensity, Economic performance, Market orientation, Private universities, Research performance, Student performance*

The Dynamics of Concentration and Competition in the Banking Sector of Bangladesh: An Empirical Investigation[†]

S. M. Sohrab Uddin* and Yasushi Suzuki**

Although the adoption of financial deregulation has led to substantial changes in the banking sector of Bangladesh, the analysis of concentration and competition still remains insignificant. At this backdrop, this research aims at assessing the market structure of the banking sector and its changes over the years. Different concentration ratios with the data of all banks from 1983 to 2011 and the Panzar-Rosse algorithm for measuring competition with the data of 39 banks from 2001 to 2011 are used in this study. The findings report a reduction in concentration, that is, an increase in competition in the banking sector of Bangladesh. Most importantly, banks are facing more competition in the credit market than in the deposit market. In addition, the level of competition is higher in interest based regular banking market than in fee based non-banking market.

Key Words: Bangladesh, Banking sector, Competition, Concentration, Market structure

Multinational Enterprises and Technological Capability in Indian Industries: A Sector-wise Analysis after Liberalization

TJJoseph*

Multinational enterprises are considered as producers and carriers of advanced and sophisticated technologies. It is hypothesized that the technological effect on the productivity of foreign multinational firms through various technology sources should be higher than that of domestically owned firms. This study examines this hypothesis using data for 661 Indian manufacturing firms for the period from 1993 to 2004. The study found that there is considerable heterogeneity in the impact of technological variables on the productivity of firms across industries. Technology import through licensing is found to be the most favorite channel of technology capability building among both domestic and foreign firms. The technological learning from exporting is significant in a few of the industry sectors for domestic firms. Surprisingly, the study does not show any significant own R&D efforts by both domestic and foreign firms in any of the industry sectors considered.

Key Words: Foreign Direct Investment, Indian manufacturing industry, Multinational enterprises, Technological capability, Economic liberalization

Challenges in Diversity Management: A Case Study of MediHealth Systems

Jyoti Joshi Pant* and Vijaya V**

The intent of this paper is to discuss a real life case in India that focuses on diversity management initiatives at the firm level and the challenges that the HR manager faces. Though diversity has been encouraged from an equal opportunity and affirmative perspective as well as from an innovation and business impact perspective, much has not been discussed and highlighted on the challenges in managing diversity. This paper tries to address this void by discussing the different types of challenges that may be experienced while managing diversity through a case study. It borrows from literature on reasons and the various challenges that could arise both directly and indirectly in managing diversity. These observations are mapped to case instances and the challenges are discussed. The paper enunciates possible challenges in creating and sustaining diversity management initiatives and concludes on the note that a diversity management initiative has to be viewed from a holistic and systemic perspective to ensure sustainability and to derive firm level benefits in the long run. Some practical recommendations are also suggested.

Key Words: *Affirmative Action, Discrimination, Diversity, Diversity Management, Inclusion*
