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# Professionalizing Religious Family-owned Organizations: An Examination of Human Resource Challenges

Anamika Sinha\*, Jatin Pandey\*\* and Biju Varkkey\*\*\*

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*Transformation of the Human Resource (HR) function from the traditional to a modern and professional one continues to be a challenge for most family-owned organizations. This paper discusses the traditional HR practices followed in an Indian religious family-owned organization, the actions taken during the transformation process of professionalizing the firm and the challenges faced by the newly recruited HR head while executing this process, along with the change management schema adopted for professionalization. During this process, deeply-rooted traditions prevalent in the firm had to be balanced with a need for modernization. A steady approach with small steps at a time—rather than a radical transformation at a fast pace—was adopted for the change process. The intention of the professionalization process was not to harm or do away with the inherent good people—management practices that already existed but build upon them. At the same time, practices and styles had to be changed, and concerns of employees addressed. The paper also brings forth the impact of owner/promoter's religious beliefs on the organizational and also opens avenues for future research on the relatively unexplored domains of religion and management. We discuss a three-pronged plan comprising of overall strategy development, tuning the HR systems to meet transformation goals and building a new professional culture. The paper adds to the existing theory and practice by proposing the secularization matrix for managing transformation in such organizations.*

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**Key Words:** Religious family-owned organizations, Professionalization, Human resource transformation, Change management schema, Religious beliefs

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# Analyzing Confidence of Youth for Incubator Direction Assessment: A Study in the State of Jammu and Kashmir

Vivek Sharma\*, Sudhir K Jain\*\* and Supran K Sharma\*\*\*

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*Incubators are gaining popularity as entrepreneurship promotion agencies. Although the services and production sectors are equally important for Indian nation but the former continues to lure potential entrepreneurs for reasons of reduced production hassles, workers' management, government clearances, compliance of various legislations, adherence to labor laws,, etc. In case of business incubators, the qualified youth with intention for either kinds of business ideas, viz., Product-based Business (PBB) or Idea-based Business (IBB), may require and seek the initial support and mentoring provided by them, and the incubator managers have to oblige. But, cluster theory as well as the theory of entrepreneurship capital, suggests a likelihood of non-equal business preferences in societies. Using the State of Jammu and Kashmir in India as a case, this paper attempts a comparative confidence analysis of the PBB or IBB intentions of first-generation entrepreneurs. The findings of significant differences are reported and the likely reasons and suggestions are discussed.*

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**Key Words:** Business Incubators, Direction Identification, Idea-based Business (IBB), Jammu and Kashmir, Product-based Business (PBB).

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# Understanding the Role of Demographic Diversity on Mentoring and Job Satisfaction: A Study on Managers in Information Technology (IT) Industry in India

Deepti Pathak\* and Shalini Srivastava\*\*

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*The aim of this research study was to investigate the relationship between mentoring and job satisfaction. It was further aimed to examine whether feminine or masculine identity and managerial level, impacted his or her satisfaction level with the mentoring relationships in particular, and job satisfaction in general. The sample for the study comprised of 200 managers working across different managerial levels at various IT companies in Delhi and the National Capital Region (NCR) in India. The results of the study indicated that the gender of the manager did not effect the mentoring relationships in the organization. Conversely, female managers reported being more satisfied with the jobs when compared to their male counterparts. The managerial level of the employees was found to be significantly related with the mentoring. The study has few practical implications too. The matching of the mentor and protégé should be done based on the hierarchical levels to maximize the perceived satisfaction and learning of the protégé.*

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**Key Words:** Gender, Job Satisfaction, Managerial Levels, Mentoring, Work-related Attitudes

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# Perceptions of Employee Relations Programs (ERPs) by Non-managerial Employees (NMEs): A Study on the Pharmaceutical Industry in Bangladesh<sup>†</sup>

Ireen Akhter\*

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*The aim of this study was to examine the perceptions about Employee Relations Programs (ERPs) by Non-managerial Employees (NMEs). An attempt has been made to identify the perception of ERPs provided by the organization beyond legal requirements and perception of NMEs regarding ERPs extended by the employers voluntarily. Primary data was collected from 300 NMEs working in the pharmaceutical industry in Bangladesh. Exploratory Factor Analysis (EFA) was carried out to determine how the ERPs provided by the employers were related to different categories of benefits with differential significance to the NMEs. A ranking was then performed by classifying the ERP programs to be either “employee-focused” or “family-focused”, Employee-focused financial direct compensation category got the highest ranking followed by family-focused financial compensation category. Employee-focused financial indirect compensation category ranked third and employee-focused financial indirect compensation ranked the lowest. The findings have implications for non-managerial personnel engaged in the pharmaceutical industry.*

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**Key Words:** Employee Relations, Employee Relations Programs (ERPs), Financial Compensation, Non-managerial Employees (NMEs), Pharmaceutical Industry.

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# An Empirical Investigation of the Switching Process in Retail Banking<sup>†</sup>

Neetha J Eappen\* and K B Pavithran\*\*

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*This study focuses on the influence of switching triggers on perceived service quality in a retail banking context and the effect of consumer commitment on the relationship between service quality and switching intention. The study was conducted among retail banking customers in the state of Kerala in India. The analysis of data was done using variance based structural equation modeling approach employing non-linear partial least squares regression. The results of the study empirically demonstrate that reactional and influential triggers influence customers' perception of service quality of banks and that affective and calculative commitment have a moderating influence on the relationship between service quality and customers' switching intention.*

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**Key Words:** Commitment, Retail banking, Service quality, Switching intention, Switching trigger.

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# Empirics of Dynamic Network in Actor-oriented Model: Panel Estimation of the Parameters of Co-evolution of Network and Behavior Effects in Business Relations

T Lakshmanasamy\*

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*Personal characteristics of individuals in business networks significantly influence the trading relations in supply chain management, especially when business environment is largely characterized by group based or family centric enterprises. The dynamics of actor linking as well as delinking in the network over time evolves a specific structure for the network that depends crucially on personal attributes of the traders. In this study, the topology of dynamic evolution of network and behavior effects in a business network among dealers in construction industry in a small town in India have been analyzed by using the actor-based dynamic network modeling approach. Using panel data, the SIENA estimates of the co-evolution of network parameters reveal that the dynamic network structure evolves over time, the individual attributes contribute to the changing dynamics of the evolving network, and the evolving network structure itself influences the establishment or severing of ties by traders in the network. The emerging empirical network is more of a rewired structure, with nodes linking and delinking at random but with specific estimated probabilities.*

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**Key Words:** Actor-oriented Model, Dealers Network, Dynamic Co-evolution, Individual Attributes, Network and Behavior Effects, Parameter Estimation

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# Odds of Success of the Odd-Even Rule<sup>†</sup>

Tulsi Jayakumar\*

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*On December 25, 2015, Arvind Kejriwal, the Chief Minister of Delhi—India's capital and the most polluted city in the world in 2014—announced the implementation of the Odd-Even Rule in Delhi, effective January 1, 2016. Aimed at restricting vehicular traffic on Delhi's roads, and thereby easing congestion and reducing air pollution, the rule was applicable to all private four wheelers plying on Delhi's roads, based on their license plate numbers. This case analyzes the odds of success of the odd-even rule using principles of Behavioral economics, and weighs such solutions against price rationing solutions rooted in neoclassical economics. The case would help understand the generic question: what challenges do governments face in providing public goods and how can behavioral economics provide solutions to complex issues in public policy space?*

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**Key Words:** Air Pollution, Behavioral Principles, Delhi (India), Loss Aversion, Odd-Even Rule.

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