

SOUTH ASIAN JOURNAL OF MANAGEMENT

- Mita Sharma, Jatin Pandey and Anamika Sinha** 7
Psychological Contract Breach and Voluntary Behavioral Outcomes:
A Moderated-Mediation Model
- Neetha J. Eappen** 32
Mobile Wallet Adoption in India:
Impact of Trust and Information Sharing
- Nishant B Labhane and Jitendra Mahakud** 50
Impact of Business Group Size and Diversification on Dividend
Policy and Payouts: Evidence from Indian Companies
- Rahul Pratap Singh Kaurav, Sneha Rajput and Raturaj Baber** 76
Factors Affecting the Acceptance of E-learning By Students:
A Study of E-learning Programs in Gwalior, India
- Abha Bhalla and Lakhwinder Singh Kang** 96
Work-Family Balance (WFB) Experience of Indian Journalists:
Differences by Gender and Life-cycle Stages
- Debarshi Mukherjee and Nidhi Shridhar Natrajan** 118
Managing Virtual Teams in Software Projects through Social Media:
A Multi-case Approach
- Rajesh Sharma** 136
Consumer-Based Brand Equity:
Does Country of Origin (COO) Matter to Generation Z Consumers?
- Case Study**
- Arpit R Loya, Tarun Kushwaha and Prayatna Jain** 151
Expansions on the Wings of Fragrance:
The Case of Bengaluru Astha Perfumery House (BAPH)
- Book Reviews** 165



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Psychological Contract Breach and Voluntary Behavioral Outcomes: A Moderated-Mediation Model

Mita Sharma*, Jatin Pandey** and Anamika Sinha***

Voluntary employee behaviors can lead to sustainable competitive advantage when manifested as citizenship behaviors and they can also bleed the organization if manifested as deviant behaviors. The Indian IT industry has been in a stage of consolidation and is isomorphic in nature, thus making this topic a fertile ground for research. The purpose of this research is to study the connection among breach of Psychological Contract (PCB) and voluntary behavioral outcomes of Organizational Citizenship Behavior (OCB) and Workplace Deviant Behavior (WDB). The paper reports that PCB is negatively related to OCB and relates positively to WDB. OCB mediated the relationship between WDB and PCB. Transactional contract moderates all three relationships between PCB-WDB, PCB-OCB and OCB-WDB whereas relational contract only moderates the relationship between PCB and OCB. The study provides insights into the moderating effect of PC in the case of breach and its voluntary behavioral outcomes.

Key Words: *Deviant Workplace Behavior, Organizational Citizenship Behavior, Psychological Contract, Relational Contract, Transactional Contract*

Mobile Wallet Adoption in India: Impact of Trust and Information Sharing

Neetha J. Eappen*

This paper aims to explore how trust and information sharing influence consumer intention to use mobile wallets for making payments. An extended technology acceptance model incorporating the constructs is empirically tested through an online survey involving a vignette using the mobile wallet. Structural equation modeling using partial least squares approach has been performed to analyze the data collected from the survey conducted among 240 postgraduate students of a university in Kerala, who represent the tech savvy young population, using a structured questionnaire. Though the importance of perceived usefulness and perceived ease of use is validated, the results of the study provide conclusive evidence that trust is a stronger driver of mobile wallet adoption, suggesting the need to build consumer trust to drive mobile wallet adoption. The study also confirms the positive influence of trust on consumer willingness to share information which is crucial for co-creation of service.

Key Words: Information Sharing, Mobile Wallet, Perceived Ease of Use, Perceived Usefulness, Trust

Impact of Business Group Size and Diversification on Dividend Policy and Payouts: Evidence from Indian Companies

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This paper investigates how the decision of likelihood of dividend payments and the dividend payout level decision vary within business-group-affiliated firms by utilizing 781 sample firms listed on National Stock Exchange (NSE) during 1995-2015. This study is different from previous studies as it examines the impact of business-group size and diversification on dividend policy and payouts considering exhaustive list of explanatory variables taken from major theories of dividend policy during post-liberalization and second-generation reform period in India. The comparative analysis results indicate that the dividend payout ratio increases with the increase in the level of groups' size and diversification during the entire study period as well as during the post-liberalization and the second-generation reform period. The econometric results indicate that the larger and diversified business-group-affiliated firms are lesser sensitive to investment opportunities, financial leverage, the firm's maturity, and profitability as compared with the standalone and the other business-group-affiliated firms.

Key Words: *Dividends, Dividend policy, Diversified business-groups, Emerging financial markets, Internal capital markets*

Factors Affecting the Acceptance of E-learning By Students: A Study of E-learning Programs in Gwalior, India

Rahul Pratap Singh Kaurav*, Sneha Rajput** and Raturaj Baber***

Technological advancements have touched and transformed all walks of life and almost every aspect of human working. Education is one of the area which is highly influenced with its dynamism. Technology has created an ecosystem wherein education can be imparted through E-modes. This electronic learning ecosystem is diversified which is catering to the needs of individuals in multiple ways. This has certainly created various educational center across the globe, evidently interconnected, responsive and continuously enriching every moment. The primary purpose of the study was to identify the factors that affect the perception of the students towards E-Learning and its acceptability. Primary data from 140 students of under graduation, postgraduation, and the students preparing for a competitive examination was collected using the non-probability purposive sampling method. The study has employed principle components analysis for identification of key factors that influence student's perception. The results showed that acceptance of E-learning is governed by four critical dimensions, which are, E-learner Competency, External Influence, System Interactivity, and Social Influence. One-way ANOVA has helped in identifying the opinion differences among different categories. The opinion difference among male and female respondents have been compared and found that males are more enthusiastic to accept E-learning. In case of educational qualification categories it was found that PG students are more enthusiastic to accept E-learning as compared to other two categories. The composite score of E-learning in Gwalior was calculated as 3.89 which was found near to threshold value of agreeableness. The study has implication for Government/private organizations, educational institutes as they can incorporate the findings work towards building a holistic E-learning environment which would imbibe novelty, innovation, and technology.

Key Words: E-learning, Gwalior, Internet, Online Education, Technology

Work-Family Balance (WFB) Experience of Indian Journalists: Differences by Gender and Life-cycle Stages

Abha Bhalla* and Lakhwinder Singh Kang**

Journalism has been contented as one of the most unfriendly profession to family life. Given the collectivist nature of the Indian society, attaining work-family balance has become an incessant challenge for journalists. The present paper aims to investigate differences due to gender, life-cycle stages and their interaction terms (gender x life-cycle stages) in the experience of four dimensions of work-family balance, (namely, work-to-family conflict, family-to-work conflict, work-to-family facilitation and family-to-work facilitation). The application of theories like 'Role Strain' and 'Role accumulation' to the interplay of work and family roles, triggered bi-directional dimensions of conflict and facilitation, which altogether characterize 'Work-Family Balance' (WFB). Data were collected from 212 fulltime journalists working for the Indian newspaper organizations and analysis was done using two-way multivariate analysis of variance (MANOVA). Results reveal that 'one-size fits all' approach of designing work-family balancing interventions may not prove beneficial because results reveal that women journalists experience more family-to-work conflict in all life stages, less facilitation (both directions) in launching (early-parenthood) life-stage and greater work-to-family facilitation in shifting-gears life-stage (empty-nest) than men journalists. Further, Life-stage differences suggest that journalists during the launching life-stage experience greater family-to-work conflict as compared to the journalists in anticipatory and establishment life-stages. This understanding may be helpful for the media organizations to design necessary practices and policies that can reduce work-family conflict and at the same time, enhance work-family facilitation from the lives of men and women journalists at different stages of life.

Key Words: Gender, India, Journalists, Life-Cycle, MANOVA, Work-Family Balance

Managing Virtual Teams in Software Projects through Social Media: A Multi-case Approach[†]

Debarshi Mukherjee* and Nidhi Shridhar Natrajan**

The use of social media tools among the members of the software project deployment teams have evolved as one of the emerging disruptive technologies enhancing data sharing and reduces asynchronous communication thus replacing older brick and mortar information technology infrastructure gradually. The strength of the virtual workforce is continuously increasing where the projects are outsourced or the organization supporting work from home culture is garnering a favorable response in India as well. Robust software companies with a workforce spread across different offshore locations find it a task to establish a real-time communication window across teams and ensure committed delivery. This paper discusses the application of social media as an important communication tool over a collaborative platform in four top of the line software development companies with global presence highlighting the challenges pertaining to internal collaboration, seamless and low cost focused communication faced by the global online workforce and its subsequent solution leading to successful implementation. These companies have exemplified the use of social media as a low-cost strategic tool to manage the virtual teams deployed in the software development projects across different locations.

Key Words: Corporate Communication, Social Media, Virtual Teams, Software Project Management

Consumer-Based Brand Equity: Does Country of Origin (COO) Matter to Generation Z Consumers?

Rajesh Sharma*

Brand equity refers to the value added to a brand due to its name and it endows the brand with several advantages, such as, better margins, better quality perceptions, brand loyalty and opportunities for brand extensions. Although the concept of brand equity has drawn the attention of researchers in past, the focus has been primarily on marketing mix elements and certain critical elements such as Country of Origin (COO) have been ignored. Further, brands cannot ignore Generation Z due to their ability to influence decisions and purchasing power. The current study intends to understand the role of COO image on the these young consumers so as to help firms in shaping their marketing strategies by establishing relationships between different variables such as COO image, perceived brand quality, brand loyalty and overall brand equity. Data were gathered through personally administered questionnaires distributed to 466 Generation Z respondents in India by using three categories as product stimuli: electronic gadgets; apparels and accessories. Among the three independent variables investigated in this study, brand loyalty had the most significant impact on brand equity. Our findings also show a significant positive role of perceived quality in influencing brand equity; perceived quality's insignificant influence on brand loyalty; and COO image's positive influence on brand equity. The findings however do not show any significant influence of COO image on quality perceptions of Generation Z consumers. Important theoretical and managerial contributions of the study have been discussed before providing limitations and directions for future research.

Key Words: Brand Equity, Brand Loyalty, Country of Origin (COO), Generation Z, Perceived Quality

Expansions on the Wings of Fragrance: The Case of Bengaluru Astha Perfumery House (BAPH)

Arpit R Loya*, Tarun Kushwaha** and Prayatna Jain***

In a highly unorganized industry making a niche is one of the most difficult activities for any company and has to depend on brand recall and uniqueness that can be associated to only a company. Bengaluru Astha Perfumery House is a family run business with a strong hold on its market but is facing an onslaught from multi-national companies which see a huge scope of growth and revenue over a sustained period of time from a highly fragmented market. BAPH has been successfully fending off all the stiff competition with unique product offering at a high price—good quality strategy but is currently at crossroads of expansion into verticals of unrelated products and for sustenance of the company it will have to take decisive actions. This case study presents the challenges faced by BAPH and the approaches used to address them.

Key Words: Brand Loyalty, Diversification, Entrepreneurship, Expansion, Perfumery
