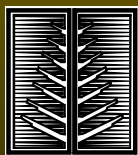


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Leaders' Positive Expectations and Subordinate Performance: A Study of Academic Professionals[†]

Anugamini Priya Srivastava* and Deepakshi Jaiswal**

The present study attempts to examine the effect of authentic leadership and its dimensions on academic optimism and its dimensions. It aims to bridge the gap existing in the literature and explores the impact of leadership over stimulating academic optimism. The study also analyzed the mediating role of organizational commitment between the authentic leadership and academic optimism. Data was collected from 34 leaders/heads/seniors and 128 teachers of private educational institutions of Uttar Pradesh, India. The hierarchical regression analysis and confirmatory factor analysis confirmed that authenticity in leaders (seniors/heads) are useful for encouraging optimism in teachers and can induce teachers to trust their students and parents, have a higher degree of collective efficacy and give more emphasis on academic success. Organizational commitment was found to partially mediate the effect of authentic leadership on academic optimism. Principal with better self concepts rated their teachers more optimistic than those who were not. The study extended the ongoing researches and provided a novel approach of stimulating faculty's academic optimism.

Key Words: Academic optimism, Authentic leadership, Collective efficacy, Organizational commitment, Regression

Managing Grassroot-level Change in an Indian PSU: The Role of People-centric Strategies

Chandan Kumar Sahoo* and Rohini Sharma**

Successful change management has people at its vortex. Therefore, this study examines how people centric Human Resource (HR) systems and practices along with bold interventions has the ability to smoothen new systems, albeit with meticulous planning and can be instrumental in making a vibrant, harmonious and profitable organization. Also, for systemic change in the organization, the study attempts to establish that the grass-root level workers who directly impacts the performance of the organization must be sensitized, skilled and aligned to the business objectives for acceptance of the change. On the basis of collection of responses from 516 respondents through a well structured schedule (both executives and non-executives), the results indicated that if the organization planned the people side of change, aligned the HR strategy with business strategy, introduced people centric HR interventions, the workplace will be conducive to change in order to achieve organizational objectives.

Key Words: Change management, Managing change, Organizational restructuring, People side of change, Workforce

Managers' Stress and Coping Strategies: Participants' Experiences with the 'Art of Living' in Singapore

Kala S Retna*

Studies have identified stress as a central factor that shapes the well-being of employees and impacts on organizational performance. Consequently many organizations have implemented stress management programs, but there is limited literature that explores the real effect on employees. Using a qualitative research methodology, this study focused on a specific program run by the Art of Living (AOL) Foundation in Singapore. The findings identify a preference for coping strategies that can be adopted flexibly to fit the time constraints and lives of workers. While helpful, these coping strategies remain embedded within an organizational and societal context which, itself, can be the source of stress and which remains unchanged. Through looking at the perceived effectiveness of the AOL program, the study assesses the benefits and limitations of techniques as discussed by the participants. In particular, the association between coping strategies and the provision or absence of stress intervention is examined. Implications for further research are discussed.

Key Words: Art of Living (AOL), Coping strategies, Singapore, Stress management, Transactional model

Managing Technology Transfer: An Analysis of Intrinsic Factors

Nirmal Kundu*, Chandan Bhar** and Visvesvaran Pandurangan***

The role of technology transfer in the economic development of a country has long been established. It has been observed that the per-capita incomes of countries vary due to barriers in technology adoption. Various authors have identified barriers to technology transfer and the reasons for success and failures in transfer of technology. The emphasis of the existing literature is on extrinsic factors like technology, market, finance, government, environment, culture, society which depend on third parties and is beyond the scope and capabilities of transferor and transferee. But the existing literature is almost silent on the intrinsic or fundamental gaps and perceptions that exist between the transferor and transferee. As it was observed that the identification of barriers was focused on their extrinsic nature, a review of existing literature was done to identify the barriers that could be intrinsic in nature. The need for more emphasis on intrinsic factors like goal compatibility, perceptual differences about technology and transfer, environmental differences as well as cultural differences, learning and unlearning, building capabilities, mastering change management, networking, etc., for making the technology transfer successful has been discussed in this paper. The objective of the paper is to shift focus from apparent extrinsic symptoms to intrinsic causes in order to derive economic success from technology transfer.

Key Words: Barriers, Intrinsic factors, Issues, Knowledge transfer, Technology transfer

Trends and Determinants of Foreign Direct Investment in India: A Study of the Post-liberalization Period

Reenu* and Anil Kumar Sharma**

Foreign Direct Investment (FDI) is a pivotal instrument for economic development and bridging the gap between developed and developing nations. Rising economies grant special incentives to attract FDI and empirical literature is replete with studies on the determinants of FDI inflows in India. In this paper, we have identified trends of FDI inflows, made a framework of pre-revised and post-revised FDI regimes and identified relevant determinants of FDI in India by employing an Ordinary Least Square Regression (OLSR) analysis. Data from August 1991 to February 2014 has been used for identifying trends and policies for FDI inflows and the annual series from 1991 to 2010 has been used for calculating the determinants of FDI inflows. In this study, FDI inflows are modeled as a function of market size, openness, infrastructure (electricity), interest rate and inflation. Results show that market size and infrastructure are major factors that have a positive and significant effect on FDI inflows. This paper suggests ways to make India's economic policies more effective for increasing inflows for developing infrastructure. A successful FDI policy must be well integrated with liberalization, privatization and globalization policies.

Key Words: Foreign Direct Investment, India, Policy, Trend, Determinants

Conscious and Non-conscious Decision Making in Consumer Choice: A Conceptual Model

Subhash Jha*

Considerable research work has been done to show the importance of conscious decision making process in consumer choice. Few of the recent studies have revealed that consumer behavior can be influenced by mental processes that occur outside conscious awareness. This article reviews relevant literature to bring out the difference between conscious and non-conscious decision making. It provides a link between the choice-set, consumer knowledge, situational factors and the decision making processes. It highlights the relationship between satisfaction and decision making processes. The paper proposes a theoretical framework which can be empirically tested in an experimental setting.

Key Words: Choice set, Consumer knowledge, Conscious, Non-conscious, Situational variables

Influence of Spirituality on Burnout and Job Satisfaction: A Study of Academic Professionals in Oman

Suneel Kumar*

Academic managers want to increase the performance of academic staff by reducing job stress and burnout; it may have negative impact on various job outcomes such as productivity, organizational commitment, work motivation and job satisfaction. However spirituality can reduce it to minimize its impact. Present study examines the relationship between burnout and job satisfaction. Further it examines moderating effect of spirituality on the relationship between burnout and job satisfaction. The study is based on a survey conducted on expatriate lecturers working in a college of technology in Oman. Respondents for the study were selected randomly. Findings of the research indicate that increase in total burnout, and its two factors namely emotional exhaustion and reduced personal accomplishment reduce job satisfaction. However the third factor of burnout, i.e., 'depersonalization' has positive association with job satisfaction. High spirituality results in high job satisfaction and low burnout; moreover it affects all the three factors of burnout negatively. Findings do not record moderating effect of spirituality on the relationship between burnout and job satisfaction. As burnout among teachers affects both the academic as well as economic performance of the institute findings have implications for management of academic institutes and researchers working in the field of organizational psychology.

Key Words: Burnout, Depersonalization, Emotional exhaustion, Job satisfaction, Spirituality

Qualitative Research: Examining the Misconceptions

Sushanta Kumar Sarma*

For many in the academic circle, it is a matter of some contestation as whether a qualitative research is good enough to be qualified as academic research. The paper pursues two most widely leveled allegations against qualitative research—it is devoid of scientific rigor and ‘anything goes’ in qualitative research. The author argues that such allegations are misplaced and exist because of the lack of understanding of paradigmatic differences between qualitative and quantitative research, and due to the dearth of adoption of good qualitative research practices. The goal of this paper is two-fold: firstly, to examine the soundness of such allegations against qualitative research, and secondly, to report qualitative research practices to systematically counter the allegations of lack of rigor and ‘anything goes’.

Key Words: Interpretivist research, Methodological purposiveness, Methodological rigor, Qualitative research, Quantitative research
