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From the Desk of the Chief Editor

Travelling the Road of Appraisals

Any organisation walks on two legs, one is appraisal and the other is audit. It may be useful to point out that both the words 'appraisal' and 'audit' are being used, in this text, in a more extended sense than the dictionary meaning. 'Appraisal' has to do with reference to the objectives of the organisation. If the objectives are unclear, excessively general and are open to varying interpretations; this will cascade to the health of the appraisal system, its operations and its outcomes.

It is one of the sorry truths of appraisal systems that they are far too often designed as if they are an important but standalone intervention in the normal running of an institution. This approach needs modification. Appraisal system is more like measuring the 'blood pressure' of the institution. This is much in the same manner as the blood pressure being a window on the state of the human body.

Continuous appraisal against well-worked-out standards is the key to assessing organisational health. If it is mixed up with personalised perceptions of key individuals doing the appraisal the outcome would be the same as would be the case of a Doctor who brings to the assessment of the health of the human body, his own perceptions on what would suit him to conclude. It is comparatively rare to find appraisal systems which have achieved a bottom line of satisfaction to all the stake-holders. That it can be done is a fact of the case borne out in various systems. Consider the appraisal system of student's performance in several systems including IITs and IIMs.

Both IIT and IIM systems generically have internal evaluation of student performance. There is no so-called 'confidential department' in the institution which is responsible for the question paper being set, examinations being conducted and scripts marked in a so called 'confidential' manner. The teacher sets the question, evaluates the scripts. Talk of leakage of the question paper or some students getting access to it over others is a rarity, if at all. The evaluation process is a matter of routine and evokes confidence. Rare aberrations, if any, are handled adequately and mostly to the satisfaction of all parties.

As compared to this the faculty or the staff appraisal often raises squabbles, irritation and at times controversies. This need not be so. If a system can run student appraisal in an open manner with a high index of satisfaction, surely it has the wherewithal of sound appraisal methodology.

This is a proposition which needs considerable more thought, institution wide. It needs to be benchmarked for stabilisation, continuous review and subsequent upgradation. The answers will lie perhaps in institutional culture, the kind of leadership it has and the preparation that is put in.

If institution wide, the history of internal assessment were examined, it would be noticed that it was not achieved of a sudden but emerged over years of controlled experimentation and sensitive monitoring. External evaluation of students had an incremental dualism with internal evaluation. In many cases, internal evaluation was introduced with a limited percentage of marks being allotted to it. Different types of

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evaluation methods were used from quizzes to group discussions. In each case, the system was totally open and responsive. The attempt was to convince the appraisee of the fairness of the system and that it worked without prejudice. There aren't enough documented cases on this kind of evolution. The processes are often not clear or available for sharing. This is a gap which research needs to fill.

To put it simply, any appraisal is a judicious mix of tools embedded in a mature culture. Travelling this road can sometimes be a matter of trial and error but needs to be attempted for the sake of collective good.

Dr. Vinayshil Gautam, FRAS (London)

A Literature Review on the Relationship between Motives of FDI and Subsidiary Performance

Abstract

The location choice of foreign direct investment by multinational corporations has been the subject of academic discourse in international business. Given the importance of FDI to firms and policy-makers, this paper seeks to identify the factors that determine the FDI flow in different countries worldwide from 1967-2018. The paper presents the findings by outlining the theoretical framework of FDI and underlying motives of foreign investment. The discussion is then directed towards an overview of studies based on different motives of FDI viz., resource, market strategic-asset and efficiency related and anticipated performance benefits of FDI. The general discussion on studies based on different investment motives enabled the researcher to outline and explain important constructs of the study. The paper based on literature review further established an explicit relationship between investment motives of FDI and subsidiary performance.

Keywords: Foreign direct investment, FDI motives, Multinational corporations, Subsidiary performance, Internalization advantages, Services FDI, Manufacturing FDI

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Impact of Education Level on Occupational Stress

Abstract

The present study examined the relationships of independent variable education with occupational stress in hotel industry employees and IT industry employees. A purposive sample of 282 associates from Indian five star Hotels and 278 associates from Indian listed IT Companies was chosen. Region of data collection was Delhi and NCR. The Shailendra Kumar's Occupational Stress Scale was used for data collection, while MANOVA and ANOVA are used for statistical analysis. For the present study ten variables of occupational stress Group cohesiveness, Role Clarity, Fair Compensation, Consistent Role Demands, Adequate Workload, Managerial Support, Context Sensitive, Comfortable Job, Job Capability Fit, Role Autonomy were studied in detail. The study strongly indicates the relationship between occupational stress and demographic variable education.

Keywords: Stress, Occupational stress, Education, IT, Hotel

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Drivers for Online Buying Behaviour in Bangladesh

Abstract

Online shopping is developing rapidly now-a-days. A peep into the exponential growth of the fundamental players in this industry indicates that there is an enormous store of market potential for online shopping. The convenience of online shopping renders as a developing trend among consumers of a developing country like Bangladesh. The predominance of online shopping has raised the interest of the retailers to focus on this area. Therefore, this study is used to identify the drivers influencing online buying behaviour in Bangladesh. A survey was conducted among 200 respondents from four different districts in the southern part of Bangladesh through a structured questionnaire. At first, factor analysis has been applied to find out the factors influencing online buying behaviour and finally, multiple regression analysis was conducted to estimate the relative importance of each of the factors. Results indicate that a consumer purchase online products two times in a month. The results also show that physical benefits are the most important factor for online shopping whereas trust of the webpage,

transaction cost and product information may influence the online buying decision. The implication of the study is that the online sellers should care about the marketing activities of the online goods with a view to increase their sales growth in future.

Keywords: Buying Behaviour, Clothing Products, Online, Robust Estimation and Bangladesh

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Environment-Friendly Products as a CSR Strategy and its Effect on Purchase Behaviour of Young Consumers

Abstract

An anticipated emergence of the concept of corporate social responsibility galvanized many companies and industries to engage themselves into more meaningful marketing of environment friendly products (Vandermerwe and Oliff, 1990). Numerous campaigns by marketers also focused on the concomitant desire for green/environment friendly products by consumers (Mendleson and Polonsky, 1995; Peattie and Crane, 2005; Wong et.al., 1996). The emergence of the green consumerism in the mid-1990s also contributed towards the rise in the demand of the environment friendly products (Uusitalo and Oksanen, 2004). The triple bottom line concept of CSR (social, environmental, legal) has taken the frontline. Also nearly fifty percent of the Indian population consists of Youth and young consumers, which constitutes a potentially large group of consumers. These large group of young consumers are overlooked and rarely been studied for their response towards environment friendly products (Chan, 2001; Yam-Tang and Chan 1998). Young consumers have emerged as a potential market for environment friendly products. Also the pandemic situation due to the spread of the Corona Virus worldwide has motivated people towards the green and immunity boosting products. People are now more influenced towards the environment friendly products. The present study is therefore an attempt to identify the effective factors that motivate the young consumers to engage in the purchase of environment-friendly products in India.

Keywords: Environment-friendly products, Young consumers, Purchase behavior, CSR strategy

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The Impact of Reprimand on the Performance of Employee with Reference to Faculties in Professional College

Abstract

Reprimand is a formal way to tell someone that his or her behavior is wrong and not acceptable. In the organizations reprimand is used to maintain the discipline and appropriate behavior. This research paper aims to study the impact of various forms of reprimand on the performance of the Teachers. There are soft reprimands as well as hard reprimands which are frequently used in the colleges by the management, which surely affects the performance and motivation of the Teachers. This research paper try to find which mode of reprimand highly affects the performance and motivation of employee.

Keywords: Reprimand, Discipline, Motivation, Performance

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Book Scan

Human Resource Analytics: Strategic Decision Making by Nishant Uppal, Pearson India, 2021, Pages:348, Rs.499/-

The faster pace of digitization in all walks of organizational realm has generated a huge amount of data. Human resource analytics uses this vast amount of human resource information available from multiple sources (both internal and external) to create meaningful insights for organizations. Thus, human resource analytics provided a shift in decision making from experience and intuition based to more evidence based. In this direction, the book Human Resource Analytics: Strategic Decision Making authored by Nishant Uppal aims to highlight the significance of applying data driven analytic processes in the field of human resource management to further strategic decision making in organizations. Given the author is regarded as a prolific researcher and a noted academician in the area of human resource management, the hopes from this literary work are very high.

The key strength of this book lies in its ability to capture the breadth of theoretical underpinnings of various critical human resource variables (at individual and collective level) and their interlinkages through sharing of examples on application of analytics. Seminal examples based on cross sectional and longitudinal data along with detailed process of analysis have been mentioned to delineate the interlinkages between the variables or to show the nomological network of organizationally relevant variables so as to give a wholistic view. The book is apt for management students, research scholars and practitioners. Discussion of detailed examples not only furthers the theoretical understanding of the key human resource variables but also offers a step-by-step approach to see how analytics can be employed to predict these set of organizationally relevant variables that in turn can shape strategic decision making in organizations. However, grasping such examples requires good understanding of statistical processes particularly regression. To assist readers in this direction, the author has provided annexures on regression analysis and scale development using SPSS.

The book is engaging and well structured. The first chapter introduces the concept of human resource analytics and explains the theoretical models underpinning it. This chapter stresses on the rationale for applying human resource analytics in organizations along with the key challenges associated with it. The two case studies at the end of this chapter provides an interesting business case for organizations to harness the benefits of human resource analytics so as to take effective decisions regarding managing people in organizations. Davenport et al. (2010) noted that leading organizations are leveraging analytics to attract and retain key talent to gain competitive advantage. The next chapter furthers our understanding in this direction. It is devoted to understanding the concept of organizational attractiveness, its determinants and outcomes. By applying theory of reasoned action, this chapter provides important cues towards designing and comparing attractiveness strategies to lure key talent. The third chapter emphasises on optimising employee recruitment and selection process though applying human resource analytics. Ben-Gal (2019) found that two HR tasks of workforce planning and recruitment and selection yield highest return on investment. In this regard, with the help of an interesting example around the use of social media as a recruitment and selection tool; this chapter highlights how organizations can enhance their return on investment through applying algorithmic decision making to compare the various channels of

recruitment across various levels in organizations. The chapter also explains the use of various filtration techniques such as psychometric profiling to find the alignment between the individual and the job. O*NET lays out such a comprehensive system which provides an exhaustive database about job requirements and worker attributes.

The subsequent chapter explains in detail the concept of organizational socialization, how it is measured and what are the individual and organizational level outcomes associated with it. Various theoretical models are discussed to unearth the dimensions of organizational socialization. The well-chosen examples illustrate how analytics can help organizations in facilitating the process of employee socialization through crafting well designed socialization tactics. Angrave et al. (2016), noted how analytics can help provide the information on the best use of human capital to improve business performance. Chapter five is devoted to understanding the various facets and appropriate metrics of individual, team and leadership performance. It explains how analytics can be harnessed to improve the individual, team and leadership effectiveness. Nielsen and McCullough, N. (2018) contended that how the use of people related data in organizations can help in process, cultural and strategic transformations in organizations. The next two chapters sheds light on this by highlighting the role of high-performance human resource practices and organizational culture on individual, team and organizational performance through understanding the underlying mechanisms.

The last chapter makes a unique contribution. This chapter has identified, defined and analysed the impact of a set of critical HR variables such as diversity, change management, creativity, learning, organizational identification and ambidexterity. The discussion of these variables through analytics examples provides a useful guide for practitioners who are charged with the responsibility of designing effective human resource practices and policies.

Overall, the author has done a commendable job of underlining the role of predictive modelling as a strategic decision-making tool in the area of human resource management.

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The book “Social Media Marketing for dummies” covers a wide range of topics for those who are new to social-media marketing. The book covers a mixture of theoretical concepts as well as practical topics related to different ways of performing social-media marketing. The book is divided into different parts which make it easier for the readers to gain an understanding of social-media marketing. The first chapter of the book provides an understanding of social-media marketing and compares it other marketing efforts. While the second chapter discusses few techniques to understand social-media marketing competitors, the third chapter links social-media marketing techniques with the marketing funnel and provides a brief view of how to deepen the social-media marketing relationships with the customers. The second part of this book talks more about the different types of social-media marketing campaigns, preparing the roadmap for social-media marketing, distinguishing between social-media marketing voices

and brand voices and recognizing the responsibilities of a marketer. The third and the fourth parts of this book are the most interesting segments of this book. Part 3 of this book provides a brief understanding of how to choose the right platform for social-media marketing and then goes on to discuss social-media marketing strategies related to social-media platforms like Facebook, Twitter, YouTube, LinkedIn, Instagram, Snapchat, Pinterest, Tumblr, Reddit, and TikTok. Part 4 also discusses different strategies to make sure the right message is received by the right group of customers. The final segment of this book provides an understanding of how the old marketing strategies are getting blended into social-media marketing. This segment talks about how social-media marketing can work with TV and how to build effective mobile campaigns. The last segment also provides a brief of the top ten social-media marketing blogs and the top ten social-media marketing tools. Overall this book covers the topics in a lucid but effective manner for beginners to gain a good understanding of social-media marketing. Additionally, this book presents the different social-media marketing strategies using step-wise demonstration which I really appreciate.

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