



Management Studies
Sabaragamuwa University of Sri Lanka



6th Interdisciplinary Conference of Management Researchers (ICMR 2021)

Fostering Global Vicinity Today for a Resilient Future

Abstract Proceedings

Faculty of Management Studies
Sabaragamuwa University of Sri Lanka



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**6th Interdisciplinary Conference of Management
Researchers**

***“Fostering Global Vicinity Today for a Resilient
Future”***



Faculty of Management Studies
Sabaragamuwa University of Sri Lanka, Belihuloya
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PREFACE

Recognizing the importance of having an intellectual dialogue on Fostering Global Vicinity Today for a Resilient Future, the 6th Interdisciplinary Conference of Management Researchers (6th ICMR 2021) is organized by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka. Five eminent Professors in Management related fields namely, Prof. Philip Kotler, Prof. A. Parasuraman, Prof. H. Kent Baker, Prof. Athula Gnanapala and Prof. Hartwig Bohne attended the conference as keynote speakers to share their insights under the theme of **“Fostering Global Vicinity Today for a Resilient Future”**. More than one hundred peer-reviewed research papers were presented under eleven different tracks namely, Accounting, Business Economics & Banking Studies, Consumer Behavior, Crisis, Disaster, & Change Management, Entrepreneurship & Small Business Management, Finance, General Management, Human Resource Management, Marketing Management, Supply Chain Management, and Tourism & Hospitality Management. This conference provided a great opportunity for the researchers, professionals, policy makers, and undergraduates to discuss and share their research findings relating to key global issues in the field of management while providing them a platform to develop a global network in their disciplines.

**6th Interdisciplinary Conference of Management Researchers
(6th ICMR 2021)**

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MESSAGE FROM THE VICE-CHANCELLOR



It is a great pleasure to extend my sincere admiration for the 6th Interdisciplinary Conference of Management Researchers, (6th ICMR 2021) organized by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka, capturing the theme of “Fostering global vicinity today for a resilient future”. As one of the emerging and leading faculty, Faculty of Management Studies has immensely contributed to national development by spearheading the development of management education through the continued progression of graduates, academics, and researchers to equip them with the ability to build the local arena while facing global challenges.

Being the largest and the oldest Faculty of the University, the Faculty of Management Studies has organized this annual conference with the aim to serve as an ideal international platform assimilating the academia to a research culture by encouraging researchers, academics, practitioners, industrialists, and policy makers to share ideas, collaboration, and cooperation within the field of Management. This conference would bring together both local and international academic communities on one platform to explore, discuss and pave the way for a more robust network, better understanding, and an overall enriching experience. This annual conference will ensure the fundament of the faculty of being a Research University in the foreseeable future. Moreover, “6th ICMR 2021” is a great platform for an interdisciplinary research and management dialogue, including the keynote speeches from pioneers of the field like Prof. Philip Kotler, Prof. A. Parasuraman, Prof. H. Kent Baker, Prof. Athula Gnanapala, and Prof. Hartwig Bohne, which will enable the participants and contributors to enhance their wisdom and virtue. Thus, I truly believe that this will contribute immensely to the transformation of knowledge into the action of the faculty and the university at large.

Therefore, I appreciate and thank Prof. W.K.A.C. Gnanapala, Dean, Faculty of Management Studies for his guidance and the organizing committee for congregating this conference. I also thank the academic community and all professionals who joined hands with “6th ICMR 2021” to succeed in this event.

Prof. R.M.U.S.K. Rathnayake
Vice-Chancellor
Sabaragamuwa University of Sri Lanka

MESSAGE FROM THE CONFERENCE CHAIR: 6th ICMR 2021



On behalf of the conference committee, it is a great pleasure and honor to extend welcome note to the 6th Interdisciplinary Conference of Management Researchers (6th ICMR 2021), proudly organized by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka, which is being held on 16th & 17th December 2021. Faculty of Management Studies is delighted to organize the conference for the 6th consecutive year, capturing the theme “Fostering global vicinity today for resilient future”. The pursuit of knowledge and discovery has always been an intrinsic human characteristic. When new knowledge is curated and put in the right hands, it has the power to bring about high value change to society. The conference provides a platform in Sri Lanka for both local and international researchers and academics to disseminate their research findings while exploring global alliances. Ensuring its global value, 35+ foreign researchers presented their papers at the conference together with 70+ Sri Lankan researchers.

The 6th ICMR 2021 is graced by the keynote speakers; Prof. Philip Kotler, Prof. A. Parasuraman, Prof. H. Kent Baker, Prof. Athula Gnanapala, and Prof. Hartwig Bohne, renowned researchers who have made remarkable contributions to the field. In addition, Prof. Udaya Rathnayake, Ms. Sangeeta Menon, Prof. Sudhir Rana, and Prof. Sumit Narula contribute to the conference as the Guest of Honors. We are honored to have the pioneers of the field at the 6th ICMR 2021 and extend our heartfelt gratitude to all the keynote speakers and guests of honors for gracing this occasion. This conference would not have been a reality if not for the support extended by the Vice-Chancellor, and the Dean, Faculty of Management Studies. We also wish to extend our sincere appreciation to all our sponsoring partners who joined us to make this event a success. Next, we thank all the individuals who have worked hard to lead this event a success. Finally, we are pleased to acknowledge the contribution made by all the authors, and we wish all the success in their research endeavors.

Prof. N. Jayantha Dewasiri

Conference Chair

6th ICMR 2021

MESSAGE FROM THE DEAN



It gives me immense pleasure and honour to send this message for the 6th Interdisciplinary Conference of Management Researchers (6th ICMR 2021) organized by the Faculty of Management Studies (FMS), Sabaragamuwa University of Sri Lanka, on the theme “Fostering global vicinity today for a resilient future”. The main objective of this endeavor is to create a standard and international platform for both local and international researchers to present and share their research outcomes and strengthen the network among young researchers and local and foreign management experts.

The Faculty of Management Studies is accredited as an “A” graded faculty, by the Quality Assurance Council of the University Grants Commission, with “A” grades for all its degree programmes. Being a state university and a consumer of public funds, we are highly conscious of academic and research excellence. The faculty is dedicated to pursuing an excellent research culture, contributing to the development of the nation in the field of Management. We have identified our academic responsibilities by organizing ICMR 2021 for the 6th consecutive year, creating to explore a global alliance to enhance the quality and strength of the interdisciplinary conference on management researchers.

I take this opportunity to welcome and thank all keynote speakers, distinguished guests, researchers, academics, and partners for their valuable contribution to 6th ICMR 2021. Moreover, I extend my heartiest gratitude and appreciation to all the researchers who have produced excellent research papers and who have stepped up to explore and present their significant findings at this international platform.

I also take this opportunity to express my deep appreciation to the conference chair, secretary, co-chairs, and other members of the organizing committee for their commitment and dedication to ensure the success of this conference.

I wish you all the best!

Prof. Athula C. Gnanapala

Dean - Faculty of Management Studies
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KEYNOTE SPEECH OF PROFESSOR PHILIP KOTLER



The whole world is living within two severe crises. The immediate crisis is the Covid-19 which unfortunately affects many more lives. Even if the world gets over Covid, people probably do not get back to a new normal because of climate change. Climate change will be the next Big C, where Covid is the first and Climate change is the second.

Marketing had changed its focus over time. Initially, in 1950-1970 marketing was about making a product and selling it. However, in 1970-1990, marketing realized its requirement to understand the customers, called "customer orientation". Customers are different in many ways, and they change their minds over time. Thus, companies need to concern why do the customers buy our product. The organizations should notice that customers are moving to purchase competitors' products, going to hurt your company and hence most companies now understand the importance of being customer-oriented.

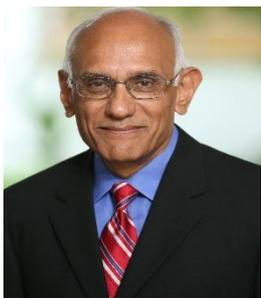
Afterwards, the world faced a revolution in marketing framework because we went from an analogue world to a digital world (2010 - 2015). Hence, communication with others can be carried out digitally. More focusing on what changes, we have to make in marketing to harness digital processing power is essential. Recently, today many companies over the globe are recognizing the importance of societal values like the value of sustainability and the question of the common good. Ultimately, it's all about "are companies doing a good job to lift in and enhance the lives and the health of people around the world?".

The significant tenets of modern marketing are, it should be buyer-needs centered (customer-centric) rather than product-oriented. The 4As (Awareness, Accessibility, Acceptability, and Affordability), 4Ps (Product, Price, Place, and Promotion) and 4Cs (Company, Customer, Collaborators, and Competitors) are concepts in marketing. For the success of any business, it is crucial to focus on 4As, 4Ps & 4Cs. If the business is going to launch a new product, conducting market research is essential at its inception. Once a business has gone through the process, working backwards is one of the best options if the product is not doing well in the market. Thus, the results of going forward can be understood by going backwards.

Another view of the evolution of marketing is the five different stages. The first stage, "Marketing 1.0", is functional marketing. It is about making something, pricing it, and selling based on its functions. No emotional influences were concerned, and if customers are rational, they will buy. However, it was estimated that 70% of all consumer decisions are primarily emotional decisions, not rational. Around 40% of the business to business decisions are also emotional, which was the central concern of "Marketing 2.0". The next stage, called "Marketing 3.0", is dedicated to the customer's well-being. "Marketing 4.0" is for the digital revolution, and the framework of marketing has to be modernized digitally. Several new technologies made the digital revolution possible such as artificial intelligence, algorithms, 3D printing and many more. This led to "Marketing 5.0", which endeavors to impact new technologies.

Subsequently, some major trends of new marketing include customer journey marketing is about how do people end up with your business? When someone comes into your restaurant for the first time, probably due to a friend's recommendation, or see any ads or attractive look in the window. Because different people come through different journeys, which will give more insights into their behaviour, every journey consists of touchpoints. Seen an advertisement or talking to a salesperson are touchpoints where businesses need to create successful *Moment of Truth* at each touchpoint. Another trend is Personas Marketing. This is when businesses send a message; they need to know to whom the message is sent. Content marketing is also practised today. Influencer marketing is also popular today since many people are now on the internet and have fans and followers. If those high influencers mention or use some brands, it may influence many followers. Because of its effectiveness, many marketing companies are trying to identify high influencers and get their products used by them. Omnichannel marketing is another development, where the products are not only in stores, but customers can also get them from a vending machine or through any other channel. Marketing automation also suggests many ways to turn over routine marketing decisions to machines enabled by artificial intelligence. Another notable trend of marketing is, most products rely on delivery systems of services. Since everything is changing, businesses need to change before the world is changed. Therefore, within the next five years, if you are in the same business you are in now, you will be out of business because you haven't changed with time.

KEYNOTE SPEECH OF PROFESSOR A. PARASURAMAN



Sustainability is an area that is increasingly important to both private and state sector organizations, countries, regions, etc. Different scholars have conceptualized the concept of sustainability in different ways, and there is no universally accepted definition. However, the idea of sustainability carries three key areas; environment (planet), economy (profit), and society (people). These three pillars are not separate silos, and they are intertwined. It is introduced as the 3P framework in the business domain. The 3Ps concept is directly related to Sustainability Development Goals (SDGs) introduced by United Nations. Every SDG is related to one or more pillars in accord with the 3Ps concept.

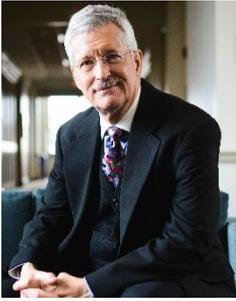
The Doughnut economy is the latest concept introduced by Kate Raworth in 2016, which explains the boundaries of economic development, consumption, and ecological developments. The minimum boundary of the Doughnut economy depicts the minimum social requirements that are required to achieve in different categories like food, education, gender equality, water, income, etc. This minimum requirement should be ensured for the survival of humans. Consequently, the social foundation of the Doughnut economy illustrates the minimum level to be achieved. The ecological ceiling of the Doughnut economy shows the upper boundary of the model. The GAPS model emerged in the mid of 1980s as a result of research work on the service quality of m elf. According to the GAPS model from the customers' perspective, gap means the discrepancy between the desired level of customer quality expectation and the actual level of customer quality expectation. The external service quality expectation gap is contributed by the four service quality gaps from the service organization's side. The first one is the market information gap created due to the difference between customers' expectations of service quality and the service organization's understanding of customer expectations. The unavailability of precise understanding has created this issue. The second gap is the service standards gap that occurs as no specific guidelines are available though managers identified customer requirements. Thirdly, the service performance gaps occur as organizations do not have enough infrastructure though, specific guidelines regarding quality service delivery are available. The fourth internal

communication gap resulted from the inability to coordinate with customers though they performed as expected. If the organization can close these four gaps in the service organization's side, the external service quality gap can be closed. Moreover, all four internal gaps create inefficiencies in profitability, customer satisfaction, resolving customer needs, expenditure on attracting new customers, etc. However, the marketing information gap is the major disconnect in many firms. On the other hand, these gaps collectively impact one or more sustainability pillars, and ultimately, every pillar is adversely affected as 3Ps are interconnected.

Subsequently, I have introduced the SERVQUAL instrument, a measurement model to quantify the external service quality gap. Reliability, responsiveness, assurance, empathy, and tangibles include the five dimensions, and reliability is the most critical dimension. Tangibles was found as the least important factor while others remain in between. Further, understanding the nature of customers' service expectations is vital to an organization. Usually, customers do not have an ideal level of exact quality expectation. They do have a range of quality expectations. The adequate service quality is the lowest boundary. Organizations do not need to go beyond the desired level, and it is enough to deliver within the zone of tolerance to satisfy the customers reasonably. If customer satisfaction is far below this zone, it leads to customer dissatisfaction.

In accord with the Doughnut model, the zone of tolerance pentagon shows the outer pentagon as desired service level and the inner pentagon as an adequate service level. The findings of tolerance pentagon are related to the Doughnut economy's lower and upper boundaries. Accordingly, the Doughnut economy illustrates the macro or the planetary level while the service quality Gap model shows the micro-level. The illustrative implications of the pentagon depict the zone of tolerance is not equal for all five dimensions. The dimension reliability demonstrates the narrower zone of tolerance while the dimension tangible indicates the broader zone of tolerance. Therefore, organizations should not allocate more resources for tangible aspects as consumers do not pay much attention to tangibility. Yet, the reliability can be improved by providing more resources on that. In addition, when organizations introduce service innovations, they can consider the different typologies and allocate resources appropriately by considering the environment and organizational requirements. Thus, any organization should strive to achieve a win-win situation where sustainability and service quality is ensured.

KEYNOTE SPEECH OF PROFESSOR H. KENT BAKER



Research productivity can be discussed, highlighting 13 different items. However, these 13 items won't apply to every researcher, but hopefully, many of these can benefit an individual. The first item is personal productivity. Becoming a productive and successful researcher won't happen by accident; it happens by commitment focusing on excellence by intelligent planning, and having a very focused effort. First, hitch your wagon to a star if you're not a star. If someone is relatively a new academic or going into academics, one of the key things that all academics typically do is going to be research teaching and service. All of those are important elements depending on the nature of the institution that you are working for.

Primarily, someone following a master's or doctorate programme won't receive much guidance on how to be successful as an academic. You may be teaching for a particular line, and when it comes to research, you may come through research methods, making presentations, etc. But often, not much emphasis on how you could get your research published. The first would be trying to hitch your wagon to a star, which means trying to succeed by forming a relationship with someone already successful in research. Someone who is experienced, successful, and has gone through the same process could help hitch your wagon into a star. If an individual cannot find a person to hitch the wagon to a star next, someone can try finding a mentor, which is the second key element to becoming a productive researcher. A mentor hopefully develops that kind of relationship; for instance, finding a mentor who is someone senior, more knowledgeable, experienced, and successful could see more talent and ability within you than you see in yourself and will help to bring out the best in you and provide guidance that will lead you to success. The third point is using the dissertation as a springboard. Doctoral students or masters' students need to use the dissertations as a springboard. All the efforts put into the dissertation should be used to increase the initial research publications. The fourth point is to plan, prioritize and organize. Being successful and productive does not happen by chance. It requires planning, prioritizing where an academic put the efforts, and organizing to write with whom you will collaborate. Researchers need to accurately plan where they want to be in years from now, prioritize the efforts, and implement the particular

plan to succeed in the future. The fifth point is working in ARCs. Working in ARCs means identifying areas you can work in and working on that for many years. To be a master in a specific area such as methodology or a particular topic area, you can leverage that for many years example; if you have taken a hot topic and the topic died after a while, you can start another ARC and another ARC for several years to gain that expertise in the particular area.

The sixth key point is establishing a reputation in an area. Many people shift from one area to another to conduct their research instead of focusing on a very limited number. Focusing on a particular area, topic, methodology, or issue builds into an ARC publish in that area so academics can gain reputation on the work of a specific area. It is important to market yourself and build your brand. If a researcher builds their brand, it will be an invaluable asset that helps them move throughout their career. The seventh is to set quantitative goals. A higher level of success will not happen within one day; it needs to have quantitative goals. The researcher needs to plan by setting the SMART goals. The goals should be realistic, and to achieve the required success, the researcher needs to focus on goals, not obstacles. The eighth point is avoiding distractions. A researcher may encounter different distractions, but to be a successful researcher, a researcher requires allocating enough time for the research.

The ninth point is avoiding procrastination. The procrastination on a goal is very likely to feel guilty and face great problems such as lacking performance evaluations, being liable to experience panic or making excuses at work, etc. The tenth point is staying motivated. Most people are motivated for a short period of time. The researcher needs to have goals, a positive attitude, performance, support from work and family to remain motivated. Most importantly, you need to be passionate about your goals. The eleventh point is network and collaboration. We need to have a complementary type of team, and the team should consist of different skilled persons to great discoveries and improvements. The twelfth point is feedback. The researcher needs to use personal contacts to get honest and constructive feedback to improve the performance. The thirteen point is focusing on your strengths. The researchers could do a SWOT analysis to utilize their strongest skills and outsource their weaker skills as a team. There are several vital elements that you can follow to increase journal acceptance. First is, before submitting your paper to a journal, you can present it in one or more either professional meetings or another university or your university, for example, as a monthly presentation or working

paper. It will help to improve the quality and chances of getting selected to any journal. Secondly, it is critical that you use quite a bit of time to determine your target journal. The third is following the journal guidelines. Go to the website of the particular journal and take a look at the guidelines for authors and see what their emphasis is. Fourth is highlighting your paper's contributions. On your paper itself and on the cover letter you have to mention your paper's contributions. You have to market or sell your paper in the sense of why should it take up the journal space. Fifth is striving for originality. If you take a study done in the US and do it in Sri Lanka or India, it will probably not lead you to top journals. It needs to be original; you have to stand from the crowd and state why your paper is different or what it contributes to the literature. Sixth is learning to write effectively. Even though you may have excellent ideas, and if you are not effective in expressing those, you will not be successful in getting your paper accepted.

Seventh is editing which is a crucial ingredient when writing a paper. Write without fear; edit without mercy. So, editing that paper and having others review it is critical. The eighth is to pay attention to details. For example, if you cite an article that is not included in references or refer to a paper that is not cited, the reviewer will not pick up that as a lack of attention, and it will show you as a sloppy researcher or a writer. The ninth is learning to handle rejection. In top journals, 95% will submit something that is going to be rejected. If you submit for a medium-level journal, 85% will be rejected. You need to be able to handle such particular type of rejection. The tenth is responding carefully to reviewers. Often if you revise that and if it is not sufficient, you will get rejected.

Don't be obliged to implement every suggestion. Sometimes your reviewers might be wrong. If your reviewers make an infeasible suggestion, you don't need to implement it. You have to provide a rationale for why you did not do that. Review the comments holistically. A good reviewer will look into those comments and make sure you have done it. On the other hand, you should not have a negative tone that will talk down to your reviewers or your attitudes towards the comments. Don't forget the cover letter about how you responded to the reviewers and speak about the contribution of your paper. Finally, don't be afraid to walk away. In other words, you may look at the number of things that have been suggested, and if it is not feasible for you to do everything and simply it will be the best to regroup, find another target journal and move forward.

KEYNOTE SPEECH OF PROFESSOR ATHULA GNANAPALA



The tourism industry is the third-largest industry globally, where fuel and chemicals are taking the first and second places respectively. It contributes to 10% of the GDP of the global economy and generates 10% of the total employment. It also generates 1.4 trillion exports: 30% of service exports and 7% of world exports. The tourism industry contributes to the economic growth of the world as well as the in individual countries. Therefore, countries including Sri Lanka use tourism as a development strategy. However, it is badly affected at present.

The tourism industry has faced some occasional slopes during the past, for example, during the world economic crisis in 2008 and 2009. However, a rapid growth of the tourism industry was seen thereafter where there was an increase of 4% of tourist arrivals as well as an increase of 3% of tourist receipts. Steady regional growth of tourism was seen, and countries were more interested in tourism due to its power to impact the economy. As a result of the multiplying effect of tourism, it generates direct as well as indirect impacts. However, the pandemic has adversely affected the entire supply chain and employment. When the global scenario is considered, compared to 2019, there was a drop of 74% in tourist arrivals in 2020. It has reached 381 million, which is equal to the situation in 1990. This is a critical situation for the global economy, especially for the countries that use tourism as one of the major income generators. Currently, Sri Lanka is also suffering from a lack of tourists and a lack of foreign currency. In his keynote, Prof. Athula C. Gnanapala discussed the impact of COVID 19 on the tourism industry in Sri Lanka concerning three main key areas; disaster or crisis, vulnerability, and resilience, along with destination management in the new normal.

In brief, the terms disaster or crisis, vulnerability, resilience, and destination management in the new normal can be discussed concerning the tourism industry as follows. Accordingly, the terms 'disaster' and 'crisis' are used interchangeably. The tourism industry is a highly sensitive industry for the different external environment changes such as pandemics, economic crises, or any natural disaster. On the other hand, vulnerability has been affected, disrupted, or displaced by a risk-related event in a tourism context due to various restrictions such as closing borders, the closing of airports, and quarantine procedures imposed in 2020 and 2021. Consequently, resilience is

the ability of the system to reduce the chances of a disaster, crisis, or pandemic. Resilience strategies must be applied into practice to absorb the impacts of a disaster crisis and recover quickly after a disaster crisis. Particularly, destination management focuses to welcome, involve, and satisfy visitors, achieving a profitable and prosperous industry engagement, and benefitting the host to communities to protect and enhance the local environment. One of the critical factors that need to be considered in destination management is the VICE model. The VICE model for destination management highlights the interaction between the visitor, the industry that serves them, the community that hosts them, and the environment where this interaction occurs.

Further discussing, there are some lessons learnt from the past that can be incorporated to overcome the challenges in the new normal: building trust among the hosts and guests, strategically handling tourism needs, readiness to address the new trends in post-pandemic, integrating tourism with the local economy, addressing the sustainability issues: the inclusive growth, streamlining the domestic tourism industry, effective human resource planning/management in tourism, importance of tourism education and training, visitor management attracting the right customers to the right product, the importance of having a suitable pricing policy, promoting the local entrepreneurs and local products, and sustainable destination marketing promotion.

KEYNOTE SPEECH OF PROFESSOR HARTWIG BOHNE



I've been working from my home office, where I am also now in Berlin, since march 2020; meanwhile, the students and we learned a lot about virtual environment, distance learning, online lectures, breakout rooms, and other institutes. But the core business remains the same. Conducting lectures, applying methods and making young professionals familiar with working conditions, and developing their employability. Consequently, my first thought is about the future of our young professionals and their future skills. How much is digital normality useful and efficient? How much will personal into actual face-to-face remain important? The influence of our negotiations in the future over the quality of communication tools become more important year by year. Do the generations why and that may choose their employers also depending on the digital appearance, on communication instruments.

As I come from the hospitality industry, with a strong background, my research fields also focus on exchange programmes and networks, developing cooperative educational structures, and study programmes. Therefore, my second thought is on alliances. Only companies and universities which are able and willing to establish trustful and reliable cooperative structures will remain or become successful. Their success will be based on sharing knowledge and experiences and developing an attractive reputation for new employees and existing experts within the organization. Following this, one example from my current field of research, several universities in Europe are currently developing a joint study and research programme on culinary arts and tea culture. Developed by European partners and taught by European partners both from industry and academia. Of course, each partner could invest in its own efforts and develop a separate and competitive structure. But all agreed during the pandemic when met virtually that we want to have a unique sense of joined forces combining the best of all of us. Not seeing this as a loss of independence but as a benefit for each member, and I am sure being able to cooperate will be the strengths of the future, willing to cooperate will be the competence of future success.

My third thought is focused on the non-human impacts in the future, specifically about the effects of artificial intelligence on service-oriented industries, managing lack of people qualifications, and attractiveness of jobs. Following the title of the conference, "Fostering global vicinity today for a resilient future, the questions can be or should be who are our future neighbours to collaborate with, who is influencing our choice of friends, colleagues, applicants. How can we develop robots or artificial intelligence to be supported in the best way possible without the risk of being dominated by artificial intelligence? Maybe tomorrow the CVs of the applicants will be processed first by artificial HR experts and selected. Perhaps the first interview would be conducted by robots, and only if these steps are passed successfully, the applicants will see a manager in real. Maybe this is one part of an efficient HR administrative process, but maybe we can develop tools to select people for training and to support activities too, and perhaps we can select them based on information about their performance through watching and controlling them, but if we accept that somebody or a machine or system is watching, is this really a positive perspective on teams spirit in a working environment. Consequently, we have to train the managers handling these issues and make applicants and students familiar with these circumstances with the risks, the chances, the options, the costs. We have to develop comparative research activities regarding best practices and bad ones. We should see our research activities as helpful and supportive for a changing society based more and more on algorithms and virtual decisions planned and structured by artificial intelligence. This needs our efforts, our commitment, and our collaboration.

My fourth thought is about sustainability and, again the young generation. What about the comparative perspectives? Can countries become sustainable? Can countries provide enough water and food to their people, or should they focus first on their basic needs? Is sustainability a challenge or a problem made by developed countries or seen mostly by developed countries and should be solved by them, or is sustainability really seen and understood as a holistic challenge or to be focused too much on certain materials or certain sources of energy? Let me give you one example of a very successful research. Albertsen Yachi, a US biochemist winner of one of the Nobel Prize, claimed that research is to see what everybody else has seen and think what nobody else has thought. Taking this into account, have you ever wondered why research achieves such

great importance or what is the purpose or desire of years of intense work on certain research projects.

The research represents a key to a successful business. Differentiating the lies from the truths and finding opportunities. But how is this research even possible? To answer this question, we have to talk about the quality of education and lecturing representing the foundation of dynamic and stable societies. Leading to empowerment and strong education and lecturing system can be assimilated as a powerful weapon that changes the world. It strengthens individuals and helps control suggestions being an important factor in combating poverty. Let's take a minute and try to imagine how this world would look without education, without research. Would we be now connected virtually on a conference? Probably not. Would it be normal to listen to each other and talk with each other? Probably not. Currently, we can see that crisis and risk management worldwide has to be optimized. Resilience needs to be a standard aim of political and economic structures. Meanwhile, every crisis can be fruitful and full of opportunities. Our research should be the positive reaction to every crisis to see the challenges and opportunities. Research should be the hope of seeding activity in the wide field of knowledge.

As you probably already know, I teach International Hotel Management, German and in English sometimes in French. What you have not acquainted with is my passion for tea. Having said that, I cannot conclude without saying a few words about this incredible and the second most-consumed drink in the world as we are at a conference in Sri Lanka. Considering the production, tea is one of the main sources of foreign exchange for Sri Lanka and also for other countries. Contributing to the economy and therefore having great inputs with a long history dating from 1824 which arrived the first tea plant to Sri Lanka, black tea has been consumed during the years developing certain habits, traditions and sharing a cup of tea is a common way of relaxing, sitting and talking. If you compare this coming back to Germany, the sense of tea culture is similar. Strong black tea is preferred by green tea. Especially in the North West of Germany, the people there are drinking an average of 300 liters of black tea per person per year. Their tea culture was awarded by UNESCO as World Cultural Heritage, and this year they won the title, World Champion in Tea Drinking. I started my research on tea, tea culture, teapots, and everything related to tea. I am happy because this has been a delicious topic of research and important because to see the meaning for economics, for people for cultural development.

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ACCOUNTING

IMPACT OF INTELLECTUAL CAPITAL DISCLOSURE ON FIRM PERFORMANCE: A COMPARATIVE EVALUATION BETWEEN INDIAN KNOWLEDGE BASED AND TRADITIONAL MANUFACTURING FIRMS

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Abstract

The aim of the paper is to study the impact of intellectual capital disclosure on the corporate performance of selected Indian firms. Further, this paper provides a comparative analysis of the influence of IC reporting on two distinct sectors: knowledge-based sector and the traditional manufacturing sector. 76 listed Indian firms are considered for this study, which comprises 30 firms from knowledge-based sector and 46 firms from the traditional sector for a period of 5 years from 2010-11 to 2014-15. The disclosure score for the sample firm is arrived at by adopting a comprehensive IC disclosure framework, while financial performance is measured by the market capitalisation of firms. The pooled OLS model is used to examine the impact of IC disclosure on firm value, and the interaction effect is included in the regression model to analyse the relative influence of IC disclosure on knowledge-based and traditional-based sectors. The results indicate a positive and significant association between IC disclosure and firm value for knowledge-based firms. Interestingly, similar observation is revealed for traditional-based firms. However, the relative influence of IC disclosure on firm value is found to be higher for knowledge-intensive firms as compared to physical capital-intensive firms. The extant literature has been silent in determining the role of IC disclosure on traditional manufacturing firms. This paper fills the void and enriches the existing literature by providing empirical evidence on the role of IC disclosure on traditional manufacturing firms

Keywords: Indian firms, Intellectual capital disclosure, Knowledge-based sector, Market value, Traditional-based sector

IMPACT OF BOARD REMUNERATION ON CORPORATE SUSTAINABILITY: EVIDENCE FROM LISTED COMPANIES IN SRI LANKA

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Abstract

The significance of sustainability has increased due to the COVID-19, and there is a dearth of studies on the impact of board remuneration on corporate sustainability (CS). As a result, this study examines the level of CS in Sri Lanka and the impact of board remuneration on CS. This research is based on a sample of 88 listed firms in the Colombo Stock Exchange (CSE) from 2016 to 2019. The Global Reporting Initiative (GRI) standards 2020 were used to generate the Sustainability Index to measure the level of sustainability, and board remuneration is measured using directors' remuneration, remuneration committee' size, meetings, independence, and disclosure. After conducting the Hausman test, the descriptive statistics and panel regression analysis were used to achieve the main objectives. The study found that the average level of the Sustainability Index is 47.02% and directors' remuneration has a significant positive impact on economic, environmental, social, and total sustainability. In contrast, remuneration committee size has a significant negative relationship between environmental and total sustainability. This study looked at the impact of the board remuneration on corporate sustainability for all companies that adopted GRI standards and contributed new knowledge to agency and stakeholder theory concerning the study's goal. This study will help professionals and academics better understand board remuneration-related variables and their impact on corporate sustainability in Sri Lankan listed companies.

Keywords: Corporate governance, Corporate sustainability, Directors' remuneration, GRI standards

IMPACT OF INTEGRATED REPORTING ON FIRM VALUE: A STUDY OF LICENSED BANKS AND FINANCE COMPANIES IN SRI LANKA

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Abstract

The utmost purpose of this study is to synthesize the impact of integrated reporting on the firm value of licensed banks and licensed finance companies in Sri Lanka. Moreover, this study aims to address the existing knowledge gap in the Sri Lankan context on integrated reporting. This paper develops an informative outcome, covering 20 licensed banks and finance companies for the period from 2015 to 2020. The quantitative approach is employed to generate a multi-dimensional perspective on integrated reporting and firm value. The integrated reporting is measured using content analysis with the support of an integrated reporting index, and the firm value is measured by Tobin's Q and Market to book ratio. This study results reveal that integrated reporting has a significant negative relationship with firm value. As an emerging voluntary disclosure requirement, Sri Lankan licensed banks and finance companies showed a strong motive to follow the International Integrated Reporting Framework in their integrated reporting disclosure during 2015-2020. However, Sri Lankan banks and finance companies have not yet received the supreme benefits of integrated reporting. Even though there are a few studies regarding integrated reporting and firm value, this study becomes one of the dominant studies which strive to explore the impact of integrated reporting on firm value using market-based performance indicators to measure firm value with reference to Sri Lanka. Moreover, this study used a self-constructed scoring index to measure integrated reporting in Sri Lanka based on literature. The findings facilitate the practitioners and policymakers about rethinking and revisiting the adoption and the use of integrated reporting.

Keywords: Firm value, Integrated report, Integrated reporting, Tobin's Q

IMPLICATIONS OF ENVIRONMENTAL ACCOUNTING PRACTICES ON SUSTAINABLE VALUE CREATION THROUGH THE MEDIATOR ROLE OF THE RESPONSIVE ENVIRONMENTAL DYNAMISM

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Abstract

This study focuses on the implication of environmental accounting practices on creating a sustainable-triangular value for the environment, economy, and society while considering the mediator role of the Responsive Environmental Dynamism (RED) that focuses on organizational resources and capabilities in coping with environmental changes. The study employed the theory of planned behaviour to determine the antecedents of the application of environmental accounting practices. Then, the practices concentrated on environmental management accounting, cost accounting, external reporting practices, auditing practices, accounting information systems, and reporting responsibility measured through a Likert scale questionnaire along with the environmental, economic, and societal value creation through RED. Questionnaires were distributed among accounting practitioners applying the snowball sampling technique. Then, 122 responses received were analysed using the partial least square structural equation model (PLS SEM). The results revealed that the sustainable value creation process is significantly influenced by environment reporting practices, and the RED has moderated the given relationship. Furthermore, the study indicates that a large proportion of sustainable value creation is influenced by the environment's external reporting practices and environmental auditing practices. The business entities should integrate environmental accounting practices into their extant financial reporting framework. In turn, it will enhance the long-term economic benefits, ensure legitimacy and improve the efficacy of critical resources. This study sheds light on contribution to environmental accounting theory and practices where the extant literature is deficient and fragmented.

Keywords: Environmental accounting practices, Responsive environmental dynamism, Sustainable value

THE IMPLICATION OF ENVIRONMENTAL MANAGEMENT ACCOUNTING PRACTICES: A COMPARATIVE STUDY BETWEEN LISTED COMPANIES AND SMALL AND MEDIUM-SIZED ENTERPRISES

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Abstract

The purpose of this research is to identify the determinants of Environmental Management Accounting (EMA) practices of Public Listed Companies (PLCs) and Small and Medium-Sized Enterprises (SMEs) in Sri Lanka. In addition, this paper discusses the benefits and barriers of EMA implementation of both PLCs and SMEs. Using a self-administered questionnaire survey, primary data was collected from 33 PLCs and 40 SMEs in Sri Lanka. Hypotheses were tested using regression analysis. Findings imply that environmental laws, shareholder perception, consumer perception, competitor perception, staff motivation, and pressure from environmental groups are the significant determinants of EMA adoption in PLCs and SMEs. However, EMA implementation by PLCs and SMEs is hindered by unions and financial institutions. In SMEs, resource constraints and resistance to change are the main impediments, whereas financial and resource constraints are the main obstacles to adopting EMA practices in PLCs. SMEs believe that EMA practices reduce environmental damage, increase ecological sustainability, and improve the firm's reputation. Moreover, most PLCs believe that implementing EMA practices reduces pollution, lowers costs, improves environmental stewardship, and improves the firm's reputation. This study updates and extends on prior survey-based research on EMA comparing PLCs and SMEs. The study can help SME owners and PLC management comprehend the benefits of EMA while green-friendly stock investments will be encouraged. Policymakers may gather data about obstacles referring to the study to encourage EMA practices.

Keywords: Comparative study, Environmental management accounting, PLCs, SMEs

EFFECT OF CORPORATE GOVERNANCE PRACTICES ON CORPORATE INTERNET REPORTING IN THE HOTEL AND TRAVEL SECTOR IN SRI LANKA

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Abstract

With the current COVID 19 pandemic, internet plays a major role in effectively communicating information to the general public on timely manner. It facilitates the improved availability of financial information and encourages investment decisions. Corporate governance is one of critical factor to attract more investments. Hence, this study aims to investigate the how Corporate Internet Reporting (CIR) of Sri Lankan Hotel and Travel sector companies are influenced by corporate governance structures. Hotel and Travel sector companies were selected as the sample and CIR was measured using an index comprising 87 indicators. Type of audit, audit committee size and board size were used as dimensions to measure the corporate governance practices of the company. Correlation and multiple regression analyses were used as analysis and forecasting techniques. Results revealed that the level of CIR in Hotel and Travel sector companies in Sri Lanka is low, as the average index become 21.27%. All the corporate governance dimensions were statistically significant and confirm that corporate governance will affect for CIR in the hotel and Travel sector companies in Sri Lanka. This study extends, as well as contributes to the existing literature by examining the impact of corporate governance on CIR in hotel and travel sector in Sri Lanka. Policies on Corporate governance should be improved to increase the level of CIR and it will pave the way towards sustainable development of the Hotel and Travel sector.

Keywords: Corporate governance, Corporate internet reporting, Hotel & Travel sector, Sri Lanka

BUSINESS ECONOMICS AND BANKING STUDIES

EFFECT OF FINANCIAL DEVELOPMENT AND FDI ON ECONOMIC GROWTH IN SAARC COUNTRIES: A PANEL ARDL APPROACH

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Abstract

This paper explores the impact of financial development and foreign inflows on economic growth in the following SAARC nations: Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka from 2006 to 2019. The econometric tool used is the Autoregressive Distributed Lag Model (ARDL) in panel settings and Pedroni cointegration test to observe the connection between financial development, foreign influx, and economic growth. The financial advancement indicator used in the study includes the ratio of domestic credit, broad money, and gross savings, whereas the net foreign inflows as a percent of GDP are used as the proxy for FDI. The preliminary investigation of the macroeconomic variables has revealed substantial variation among the sample countries. Findings from the Pedroni panel cointegration test show that the variables are cointegrated in the long run. PMG estimates suggest that Broad money positively affects economic growth, while gross savings have an undesirable influence on economic growth. Similarly, the influence of domestic credit is negative but insignificant. The influence of external influx on output growth is found to be adverse. The findings suggest that the economic policies of these countries should be defined by considering the financial sector of these countries. Further, these countries are attracting larger external investment, but the influence of external funds on economic growth is negative. Therefore, the focus of policymakers should be to utilize FDI for productive purposes and provide a good business climate, refining the financial infrastructure and enlarging the financial inclusion to realize sophisticated economic growth while designing financial policies.

Keywords: Economic growth, Financial development, India, Panel ARDL, Pedroni cointegration, Pooled mean group method

THE IMPACT OF MACROECONOMIC FACTORS ON SHARE MARKET PERFORMANCE: EVIDENCE FROM SRI LANKAN CONTEXT

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Abstract

This research aims to understand the effect of macroeconomic factors on the performance of the share market, which would attract the attention of economic policymakers in terms of enhancing investments within Sri Lanka. The study followed positivism research philosophy and applied deductive research approach. Thereby we used quantitative data to reach conclusions. The study derived two macroeconomic factors based on the key macroeconomic variables by using Principal Component Factoring: Economic Growth Factor and Time Value of Money Factor for the analysis. Based on the monthly data collected for 213 months from January 2002 to September 2019, the study developed GARCH (1,1) model to understand the time-series impact of the macroeconomic factors on the All-Share Price Index. The results of the GARCH (1,1) model revealed that the All-Share Price Index of the previous month and the time value of money factor, which includes the inflation rate and treasury bill rate, are more deterministic when forecasting the following month All-Share Price Index. However, the economic growth factor showed an insignificant impact on the performance of the Colombo Stock Exchange. In conclusion, better share market performance of the previous month and time value of money factor together are significantly impacting to motivate investors in Sri Lankan stock exchange than other macroeconomic variables (*ceteris paribus*).

Keywords: Economic growth factor, GARCH (1,1), Macroeconomic factors, Share market performance, Time value of money factor

COMPARATIVE STUDY OF FINANCIAL PERFORMANCE OF PRIVATE SECTOR AND PUBLIC SECTOR BANK USING CAMEL MODEL

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Abstract

Financial institutions are the pillars of the economic system of any country. It comprises banks, credit unions, investment companies, insurance companies, and mortgage companies. They provide financial support and services to their customers. Banks are considered as one of the important contributors to the development of the economy of the country. The present paper seeks to conduct a comparative study of the financial performance of the public and private sector banks of the country to understand the financial decision-making efficiency of the bank. The research instruments used are Capital adequacy, Asset quality, Management capability, Earnings capacity, and Liquidity (CAMEL) Model and t-test. The analysis reveals that both the banks have managed their capital adequacy ratio well above the minimum standard of 8% as per Basel III. Further, it found that there is a significant difference in capital adequacy, earning quality, and liquidity of SBI and ICICI Bank. Some ratios indicate a significant difference in management efficiency like operating expenses to total assets, business per employee, and cost to income ratio. Asset quality ratios indicate no significant difference in asset quality of SBI and ICICI Bank. This study helps to understand the quality of financial decisions taken by the public and private sector banks. It can be concluded that public sector banks need to focus on strategic decisions to sustain competition with private banks. They require to be more professional like private players in the banking business.

Keywords: Adequacy, Capital, Efficiency, Performance, Quality

THE EFFECTS OF FOREIGN DIRECT INVESTMENT ON EPZs IN BANGLADESH USING GENERALIZED METHOD OF MOMENTS AND AUTO REGRESSIVE DISTRIBUTED LAG APPROACH

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Abstract

This study analyzes the effects of FDI inflows on EPZs in terms of export of EPZ and employment in EPZs using secondary data from 1997 to 2018 in Bangladesh. The study has applied Generalized Method of Moments (GMM) model for export of EPZ and Auto Regressive Distributed Lag (ARDL) bound test approach for employment generation, respectively. Inward FDI is the key explanatory variable, and there are also some control variables to overcome the problem of omitted variables. The empirical results show that FDI inflows in EPZs positively influence export volume and employment generation. The valid empirical results are diagnosed by several tests, and the stability of the models is also checked by CUSUM and CUSUM square tests. GMM approach supports our first hypothesis that FDI inflows have a positive impact on EPZ export, and it is statistically significant. ARDL bound test approach supports our second hypothesis that in the long-run and short-run, there is a positive association between FDI inflows and EPZ employment. Most of the researchers have done research on the effects of FDI on the economic growth in Bangladesh. Some of the researchers have also examined the effects of FDI on domestic investment, trade, and other sectors of the economy. But as far as we know, the effects of FDI on EPZs in Bangladesh are not examined. The study will use secondary data to explore the possible effects for the export processing zones in Bangladesh and how the local firms will benefit from foreign investors. We cannot deny the limitations; the reliability of data cannot be confirmed, observation is small as some variables are not available before 1997 and after 2018.

Keywords: EPZ, FDI, Export, Employment, GMM, ARDL

PANDEMIC OUTBREAK, INVESTOR SENTIMENT, AND STOCK MARKET REACTION: EVIDENCE FROM THE FRONTIER MARKET, SRI LANKA

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Abstract

This paper examines the impact of the COVID-19 pandemic, the resulting investor sentiment in determining stock returns of different sector portfolios; healthcare, telecommunication, banking, insurance, and hotel companies in the Colombo Stock Exchange (CSE), Sri Lanka, in the year 2020. Firstly, the event study methodology focuses on the impact on sector portfolio returns after the World Health Organisation declared COVID-19 as a global pandemic on 11th March 2020. Then, a second-stage regression-based methodology is adopted to evaluate the impact of pandemic-related news to identify the influence of investor sentiment on sector portfolio returns and its persisting effects. Statistically, significant positive Cumulative Average Abnormal Returns (CARs) are observed surrounding the event day. The most striking phenomenon is positive and persisting CARs perceived after an extended Island-wide lockdown curfew is lifted on 11th May 2020. CSE investors are likely to be more sensitive to local events than to global news, and persisting CARs indicate market inefficiency. Results of a second-stage regression-based analysis reveal an initial negative sentiment effect on portfolio stock returns, followed by a positive sentiment thereafter. The initial negative effect is relatively robust on banks and hotel sector stock returns. A positive sentiment might emanate from overreaction to the subsequent rebound with the removal of lockdown curfew and the Government's COVID-relief moratorium packages offered to businesses. CSE investors are likely to react based on psychological bias or sentiment.

Keywords: COVID-19 pandemic, Frontier market, Investor sentiment, Market efficiency

MEASURING COMBINED ASSURANCE: A HOLISTIC APPROACH TO ORGANIZATIONAL GOVERNANCE AND RISK MANAGEMENT

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Abstract

Combined Assurance is an emerging global concept aimed at enhancing board risk oversight by integrating and aligning silo-based assurance processes across the organization. This study develops an instrument to measure the organizational maturity to adopt Combined Assurance in a two-stepped approach. First, a survey questionnaire was developed based on an extensive literature review. Second, the questionnaire was administered among over 30 respondents engaged in risk, internal audit, and finance to assess the reliability and validity of the instrument. The findings further collaborated through case studies of four leading organizations in Sri Lanka. The study finds that the organizational maturity to adopt Combined Assurance that could be assessed using two dimensions: 'Holistic Approach to Risk Management' and coordinating assurance among 'Three Line of Defense'. The findings also revealed that Enterprise Risk Management is a prerequisite for the successful implementation of combined assurance and Internal Audit Function can potentially play a championing role in the implementation with close collaboration among the Three Line of Defense. These findings provide opportunities for future research from an Internal Organizational Governance perspective. Further, from a regulatory perspective, the study emphasizes the need to revisit the existing corporate governance practices in relation to the application of combined assurance.

Keywords: Combined assurance, Risk management, Internal audit function, Internal organizational governance, Three line of defense

OPPORTUNITIES AND BARRIERS OF MARKETING OF EQUITY-BASED FINANCING PRODUCTS OF ISLAMIC BANKING IN PAKISTAN

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Abstract

Islamic banking refers to a system of banking that is consistent with the principles of Islamic law (Sharia). Recently, equity-based financial products (Musharakah) have become popular among customers and bankers. Therefore, this study aims to investigate the opportunities and barriers of marketing equity-based financing products in the context of Pakistan. The research design of this paper is qualitative in nature. Extant literature published solely in the Pakistan context was selected as the main source of data, then applied content analysis techniques to derive common categories. The common categories of both opportunities and challenges for equity-based financial products were detected. Key themes identified for opportunities were attracting new customers, shared ownership, risk mitigation, and inclusivity. Further, key themes that emerged for barriers to disrupt equity-based financial products were threats from traditional banking, legal barriers, ambiguous terms and conditions, and inability to market every country since there are different interpretations of Islamic financial products. This study has looked at both opportunities and barriers of marketing equity-based financial products in the context of Pakistan, where only limited insights are available to date. This research would help the Islamic policymakers in Pakistan in developing strategies, setting guidelines and policies on how to implement safeguarding measures in shaping the equity-based financing products so that bankers are not at risk of losing investment while continuing to offer services to customers.

Keywords: Barriers, Equity-based financial products, Islamic banking, Opportunities

CONSUMER BEHAVIOUR

ASSESSING THE EFFECTS OF SERVICE QUALITY, STUDENT SATISFACTION, AND STUDENT ENGAGEMENT ON STUDENT LOYALTY: A PRIVATE HIGHER EDUCATION PERSPECTIVE

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Abstract

The main purpose of this study is to propose and empirically investigate a mediated mechanism of student satisfaction and student engagement to enhance student loyalty via educational service quality platforms. Hence, having a clear understanding of the relationship among higher education service quality, student satisfaction, student engagement, and student loyalty helps higher education institutions develop their marketing initiatives effectively. Four hundred (400) students were entitled to participate in the survey, and 346 respondents were used for further analysis. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to analyse the collected data, assess the model, and test hypotheses. Further, the findings of this study have confirmed that there is a positive and significant impact of the higher education service quality on student loyalty. Meanwhile, indirect effects of higher education service quality enhanced student loyalty via student satisfaction and engagement. To this end, the findings of the study provide unique cues for managers and private higher education practitioners in developing marketing strategies to enhance student loyalty.

Keywords: Private higher education, Service quality, Student satisfaction, Student engagement, Student loyalty

CONSUMER ALTRUISTIC BEHAVIOUR AS KEY DRIVE OF PRO-ENVIRONMENTAL PURCHASING BEHAVIOUR: A NORM ACTIVATION THEORY PERSPECTIVE

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Abstract

Natural disputes have become a global concern. Though man has a moral obligation to care for the earth, there is serious doubt when they act. It is universally accepted that accelerated pollution has been triggered due to human conduct, and thus, changing human behaviour is a prerequisite for sustainable solutions. Although ecological behaviours have been examined over decades, the ultimate question of bridging the gap between nature and human needs remains unchanged, though demanding extensive attention. People's choices, decisions, and behaviour have commonly been theorized using emotions and social norms. In relation to ecological behaviour, altruistic behaviour serves as a key driver, whereas the benefits to others are prioritized over self-interest and have given an absence of focus by scholars. Having noted the paucity of literature that explains altruistic behaviour together with socio-psychological elements, this conceptualization endeavours to extend the Norm Activation Theory by proposing the influence of social norms as an antecedent and emotional intelligence as a moderator in the activation of pro-environmental purchasing behaviour. This theorization intends to make a cherished contribution to the existing literature by advancing the grounded Norm Activation Theory by assimilating the arguments of Social Norms Theory and the Triarchic Theory of Human Intelligence. Moreover, it will provide a building block for future studies on this subject while having several implications for production and consumption.

Keywords: Altruistic behaviour, Emotional intelligence, Norm activation theory, Pro-environmental purchasing behaviour, Social norms

INFLUENCE OF PASSENGER PERCEPTION TOWARDS PERCEIVED SERVICE PERFORMANCE OF BANDARANAYAKA INTERNATIONAL AIRPORT

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Abstract

Service quality is an important aspect of airport management. As such, it reflects its evolution from a primary focus on facilities and operations to a primary focus on delivering a passenger-focused service experience. This research was inspired by the need to assess overall airport performance based on the complete passenger experience from departure to arrival terminals – a need that has not yet been addressed in the research to date. Current models of airport service performance segment the role of passenger experience at airports in individual service areas of passengers and address said shortcoming by focusing on passenger-driven experiences and their underlying service attributes. Specifically, it investigates the question: “How do passenger-centered indicators translate the complete passenger experience in assessing airport service performance?” To determine the impact of passenger-centered indicators on airport service performance, the first data analysis of responses from 303 participating passengers from Bandaranayake International Airport Colombo concentrates on the investigation of important service factors and their respective service attributes. The research results of the analysis uncover two causal relationships between each set of airport domains (i.e., processing and non-processing domains) and overall service performance. These domains are represented by several service factors and their underlying service attributes. Thus, the findings from the two analyses were used to refine the conceptual model and consolidated in the Taxonomy of passenger activities (TOPA) Model and its configuration of passenger-centered indicators.

Keywords: Airport indicators, Airport service performance, Passenger-centered indicators, Passenger-driven model, Taxonomy of passenger activities (TOPA)

IMPLICATIONS FOR BRAND CHOICE THROUGH CONSUMER ENGAGEMENT ON SOCIAL MEDIA PLATFORMS

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Abstract

Social media platforms have become a communication hub where information on brands is sought out and shared. The study seeks to determine what the implications are for brand choice through consumer engagement on social media platforms. The study followed an exploratory cum descriptive design and was cross-sectional in nature. Applying a quantitative approach, the study obtained feedback from 400 respondents, selected using a convenience sampling method. The electronic survey was made up of closed-ended questions that were analysed using MS Excel (2016). One of the key findings and original contributions the study makes is that users' activity on social media platforms is multidimensional. The dimensions revealed in this study are the preference, influence, surveillance, support, and engagement. One of the implications for brand choice indicates that social media has a substantial influence on consumers' decision-making when selecting a brand. Another implication is that social media elevates the brands choice through increased status and reputation emanating from consumer engagement. Moreover, organizations should join conversations on social media platforms to monitor and preserve the positive image of the brand and understand that social media has caused a power shift of the brand in favour of consumers.

Keywords: Brand choice, Consumer decision-making, Consumer engagement, Social media platform

IMPACT OF BRAND TRIBE CHARACTERISTICS ON RELATIONAL OUTCOMES: THE MEDIATING EFFECT OF BRAND TRIBE COMMITMENT IN SRI LANKAN ELECTRICAL MATERIAL SECTOR

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Abstract

Empirical research is needed to determine the efficacy of marketing efforts about long-term brand tribe behaviours, while post-evaluations are uncommon in the electrical industry in Sri Lanka. A survey questionnaire was used to elicit responses to determine the impact of Brand Tribe Characteristics on Relational Outcomes and the mediating effect of Brand Tribe Commitment, which is critical knowledge for determining marketing returns on investments. In terms of brand implications, brand commitment has been extensively examined and identified as a component of a brand evolution that functions as a mediator in brand relationship behaviour. The study used a sample size of 100 individuals and applied stratified sampling as the sampling method while using SPSS 23 as a tool for the data analysis. The research found that all the variables have reliable for further analysis and the total of the participants are male electricians. After the analysis, the researcher found that there is a substantial association with Brand tribe characteristics on Brand Advocacy, Brand Loyalty, Repurchase Intention, and Word of Mouth Intention. Nonetheless, the hypothesis that Brand tribe Characteristics have not significant on Brand tribe Commitment as a mediator and Brand tribe Commitment has an association with Brand tribe Relational Outcomes is not substantiated. As noted, additional research is urged to investigate the effect of brand tribalism on brand behavioural intention while considering the study's limitations and research gaps in the same context.

Keywords: Brand community, Brand tribe, Brand tribalism

THE FACTORS AFFECTING POST-PURCHASE CONSUMER DISSONANCE AMONG MILLENNIALS: WITH SPECIAL REFERENCE TO SRI LANKAN SUPERMARKET SECTOR

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Abstract

The survival of the businesses in the contemporary challenging business context is assured upon the existing and potential customers' perception. The Sri Lankan supermarket sector has a high growth prospect and intensified competition with the arrival of global supermarket chains into the existing competitive context. Therefore, it is essential that they retain their existing customers' loyalty while trying to penetrate the market with the attraction of potential customers. Mostly, consumers tend to have second thoughts about a purchasing decision. Therefore, the research objectives were to identify the factors affecting consumer post-purchase cognitive dissonance among millennials in the Sri Lankan supermarket industry and to provide recommendations to minimize the negative effects. Using the snowball sampling technique, the data were gathered from 198 millennials based in Sri Lankan Western Province. The data were collected through a structured questionnaire via Online Surveys and analysed using Pearson's correlation coefficient and multiple linear regression. Based on the analysed results, it can be assured that there is a significant and positive relationship among the independent variables such as importance of a purchasing decision, cognitive view, product quality and promotional tools, and the dependent variable which is the consumer post purchase cognitive dissonance. The study will benefit the supermarket owners, relevant suppliers, and marketers to take proactive measures to minimize or eliminate the factors that result in post-purchase cognitive dissonance.

Keywords: Consumer post-purchase cognitive dissonance, Customer behaviour, Customer purchasing decisions, Millennials, Supermarket industry

IMPACT OF SOCIAL MEDIA MARKETING ON IMPULSIVE PURCHASING BEHAVIOR: AN EMPIRICAL STUDY ON THE ONLINE FASHION RETAIL INDUSTRY IN SRI LANKA

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Abstract

This study was performed to discover the impact of social media marketing on Sri Lankan online fashion retail customers' impulsive purchasing behaviour. By conducting the research, the researchers chose to test five influencing factors of social media marketing, namely: hedonic motivation, website quality, trust, situational factor, and variety seeking. The study is descriptive in nature, and a survey was carried out to test the impact. The research was single cross-sectional as data was collected from the sample at a single point time. The unit of analysis was online fashion retailing consumers. A convenient sampling method was used to select the sample, and an online questionnaire was distributed among the online fashion retail customers and observed 384 responses. One of the most significant findings of this study was situational factors and variety-seeking, which made a notable impact on the impulsive purchasing behavior of online fashion retail customers in Sri Lanka. Moreover, hedonic motivation was also identified to be positively impacting the impulsive purchasing behaviour of the customer. This paper provides a rich and vivid understanding of social media marketing methods and impulsive buying behaviour, which may benefit entrepreneurs, marketers, and academics. The study recommends marketers and brand managers of the online fashion retail industry in Sri Lanka create social media marketing strategies targeting impulsive purchasing behaviour and create customer engagement programmes through social media to allow customers to create conversation amongst themselves, which will influence customers to socialize purchase impulsively.

Keywords: Impulsive buying, Online fashion retail, Social media marketing

THE INFLUENCE OF YOUNG CONSUMERS PESTER POWER ON PARENTAL PURCHASING DECISIONS, WITH A FOCUS ON THE SRI LANKAN FMCG MARKET

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Abstract

Over the course of several decades, a young customer's pester power has captured the attention of all parties involved. According to the researchers, the purpose of this phenomenological study is to assess the child's influence on parental decision-making in Sri Lanka's fast-moving consumer goods market, which is governed by informational qualities exposed by children throughout their daily activities. After conducting twelve in-depth interviews and three focus group discussions with over thirty-six young consumers between the ages of eight to eighteen who were chosen using a judgmental sample technique, the data were analyzed using thematic analysis to discover patterns and trends. Earlier research has largely ignored this request relationship and the enormous variety of components that determine behavioural results. Hence, in this research, previously undiscovered informative traits have been identified that may help explain why children in Sri Lanka influence family purchasing decisions significantly. This is the first study of its kind in Sri Lanka, and it fills in previously identified empirical and practical gaps. Innovative marketing methods can be employed to promote a business in the fast-paced consumer products industry, and marketers in this sector can take advantage of this singularity. While appropriate academics can undertake additional research on this child's behaviour, which is a widely discussed problem worldwide, this child's behaviour is now being investigated.

Keywords: Fast moving consumer goods (FMCG) market, Influential factors, Marketing management, Pester power, Young consumers

THE IMPACT OF SOCIAL MEDIA INFLUENCERS ON ONLINE CLOTHING CONSUMERS' PURCHASE INTENTION

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Abstract

The purpose of this paper is to examine the impact of social media (SM) influencers on the purchase intentions of online clothing consumers. The study also aims to identify the extent to which the content and attractiveness of SM influencers can affect purchase intentions. The study adopts an explanatory approach, applying a quantitative design where a cross-sectional field study was conducted amongst 250 consumers residing in Western province. The research involved a questionnaire in collecting primary data using a convenient sampling method and statistical analysis using SPSS, descriptive statistic tools, and multiple regression. The findings revealed a significant positive impact of influencers' content and attractiveness on the purchase intentions and asserted the SM influencers' impact on the purchase intention of online clothing consumers. Further, the result suggests that it is paramount for marketers to understand their online consumers and identify SM influencers with the most suitable attributes to target their audience. The present paper bridges an empirical gap given the dearth of studies conducted to comprehend the impact of SM influencers' content and attractiveness on purchase intentions of online clothing consumers in Sri Lanka, where the study emphasizes a higher impact of Influencers' content over attractiveness on online purchase intent. The findings of the study are imperative for marketers in the clothing industry to understand how influencer marketing contributes to consumer purchase intent while aiding influencers themselves to recognize how consumers perceive influencers and alter their behaviour to endorse products better.

Keywords: Attractiveness, Content, Online clothing, Purchase intent, Social media influencer

CRISIS, DISASTER, AND CHANGE MANAGEMENT

NAVIGATING THE NEW NORMAL: STRATEGIC ACTIONS OF MICRO FIRMS IN SRI LANKA AMIDST COVID-19

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Abstract

Micro enterprises strengthen the Sri Lankan economy through contributing to employment opportunities. A critical blow to this system may devastate the county's satisfactory Covid-19 recovery. Therefore, there is a need to enable the micro-business to survive and grow. The objectives of the study are to develop a crisis management framework for Covid-19 and explore strategic actions of micro-firms in responding to Covid-19 in different time frames. Using a qualitative research methodology, primary data were collected from a convenient sample of 10 micro-businesses owners via telephone and zoom platforms using semi-structured interviews of 45 to 60 minutes. Data were thematically analyzed, and themes were developed by the researchers using transcribed interviews. The study identified five phases in the Covid-19 crisis management framework: awareness, combatting the spread, strategy planning, strategy implementation, and learning and feedback. Furthermore, micro firms emphasize cost-minimizing measures for their survival. The current research extends the general crisis management framework by adding additional phases of crisis management activities carried out by micro firms. The study contributes to the existing body of knowledge by exploring strategic actions of micro firms in responding to the Covid-19 pandemic in different time frames. The government and S.M.E. related bodies can consider the capabilities and strategic actions taken by micro-businesses amidst the Covid-19 pandemic in developing programmes assisting S.M.E.'s survival and growth. Furthermore, a crisis management framework is vital for micro-businesses to respond to crises effectively.

Keywords: Covid-19, Crisis management framework, Micro firms, Strategic actions

BUSINESS CONTINUITY STRATEGIES DURING COVID-19 PANDEMIC: CASE STUDY OF A SOFTWARE DEVELOPMENT COMPANY

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Abstract

Most businesses have adopted business continuity strategies to face the challenges imposed by the Covid-19 pandemic. The purpose of this study is to explore the business continuity strategies adopted by one of the top software development companies in Sri Lanka during the Covid-19 pandemic. This study incorporates a qualitative methodology adopting a case study approach. In light of the ideas expressed by the managers, a business continuity theoretical framework is developed encapsulating business continuity strategies. Accordingly, strategies adopted in preparing for a crisis were establishing a team to handle crisis situations, identifying and classifying potential risks, and incorporating previous experiences as learning points in preparation for crisis. Adoption of ISO standards in business continuity aided in developing strategies to respond to the crisis. In stabilizing the business, the focused company implemented strategies to make use of the opportunities available in the industry, optimized its expenditure on operating costs, and implemented special strategies relevant to managing human resources. In terms of assessment, strategies were prepared to carry on routine checklists and conduct a continuous assessment of the competitors and workforce while updating the risk profiles and risk ratings to match the prevailing crisis.

Keywords: Business continuity strategies, Covid-19 pandemic, Software development company

EXPLORING COPING STRATEGIES OF NON-STATE UNDERGRADUATES IN SRI LANKA DURING THE COVID-19 PANDEMIC

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Abstract

The widespread COVID-19 virus has changed the lifestyles of people around the world, especially among university undergraduates who had to move from traditional classrooms to online learning. Several studies reveal that, consequently, many issues related to online learning have increased the stress levels of undergraduates. Coping mechanisms played a pivotal role in ensuring that these undergraduates could handle their psychological issues and carry on with their academic work. Therefore, the objective of the study was to identify these mechanisms. A qualitative approach was adopted as primary data were collected through structured interviews. From these interviews, coping mechanisms used by the students were identified based on a thematic analysis performed through NVIVO. The population was non-state undergraduates in Sri Lanka in the academic year 2020, and there were thirty participants. Two main themes were revealed: individual activities and group activities in relation to coping mechanisms adopted by undergraduates to manage the resulting stress. The most common individual activities were listening to music, watching movies and TV series, sleeping, and reading books. Meanwhile, the more common group activities were spending time with close family and playing sports with relations. Therefore, it could be recommended that, based on the findings, undergraduates should engage in activities that will help maintain stable mental health. Similarly, universities and higher education institutes too should facilitate and promote such activities among their student population.

Keywords: Coping strategies, COVID-19, Non-state universities, Stress, Undergraduates

C2 (COVID AND CLIMATE) MAGIC- CLIMATE CHANGE DURING COVID19- AN EFFECTIVE STUDENT YOUTH VOLUNTEER FRAMEWORK TO MANAGE GLOBAL WARMING IN INDIA

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Abstract

Covid-19 has changed and impacted the world in many ways, politically, socially, economically and the best part is environmentally too. To highlight a positive note, the great magic happened as if there was a reset button that was pressed to undo the malice done to Mother Nature. The 'Climate change' due to the prolonged global lockdown has reduced pollution and prevented rising atmospheric temperature. Student youth is the strongest resource in any nation, but the potential of student youth has not been utilized to address global warming/climate change in the past. Also, there is a huge policy gap, less intervention, and no convergence among different ministries of government working with student youth. The main objective of this paper is to explore the way how Covid19 helped in controlling global warming and how we can utilize the power of student youth by creating better volunteering opportunities and responsibilities with policy interventions. This is a conceptual paper in which the proposed framework will provide directions to the stakeholders, policymakers from the government and in the academic sector to utilize the full potential of student youth to address global warming/climate change and also formulate policies to involve students in green activities to maintain positive climatic conditions arisen during covid19 and managing the same in future. Practical implications are Policy intervention, Reforms in programmes and schemes, best practices in educational institutions; further research can be done on volunteerism related to Sustainable Development Goals (SDGs) and beyond climate change.

Keywords: Covid19, Climate change, Government policies, Global warming, Student youth volunteerism

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

A BIBLIOMETRIC STUDY OF FEMALE ENTREPRENEURSHIP: A RETROSPECTIVE

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Abstract

This bibliometric review visually displays the intellectual communities and emerging hot topics of the female entrepreneurship research in 1997-2020. Based on the comprehensive review of the state-of-the-science, this bibliometric paper aims to identify vital research gaps in extant studies and to develop potential future research agendas that may catalyse upcoming streams of female entrepreneurship research. The findings show that there has been significant research carried out in the domain of entrepreneurship, gender, women, female entrepreneurship, woman entrepreneurs, performance, etc. Similarly, based on the co-occurrence analysis on all keywords, author keywords, and keyword plus words, it can be found that the keywords: gender, entrepreneurship, and women have repeated maximum times.

Keywords: Analysis bibliometric, Entrepreneurship female, Gender, Mapping science, VOS viewer

CONSTRUCTING AN INDEX FOR SMES FINANCIAL INCLUSION AND ITS DETERMINANTS

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Abstract

Greater access to finance by SMEs in developing countries is one of the most significant strategies to be used in reducing poverty, reducing unemployment issues, and promoting economic growth. The main objective of this study is to construct financial inclusion index for SMEs and identify the determinants for SMEs financial inclusion. To achieve the above aims, the data are collected from the primary survey conducted in Sabaragamuwa province using the Stratified Random sampling method. A sample of 117 SMEs is utilized to analyse the data collected from the well-structured questionnaire. Principal Component Analysis (PCA) and Multiple Regression analysis are applied to deal with over constructing index and identifying factors, respectively. The finding of the study reveals that the financial inclusion index for SMEs is weighted equally by access and quality of the financial services as the pillars. Further, the financial inclusion of SME is mainly determined by demand-side factors (ability to manage financial changes, proper bookkeeping, willingness to expand the business), supply-side factors (collateral requirements, application procedure), institutional factors (ownership type, sector of firm) and some demographic factors of owner-manager of SMEs. The study recommends that the state bankers, commercial bankers, and policymakers should put in place policies that encourage financial service providers to set up their operations much closer and innovative approaches to ensure that they adopt technologies and financial services are more accessible.

Keywords: Factors, Financial inclusion index, Small medium enterprises, Sri Lanka

**THE EFFECTS OF TOTAL QUALITY MANAGEMENT APPROACH IN GAINING
COMPETITIVE ADVANTAGE OF SMALL AND MEDIUM SCALE ENTERPRISES:
EVIDENCE FROM SMEs OPERATED IN GAMPAHA DISTRICT**

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Abstract

Quality perceptions play a vital role in determining customer satisfaction and the operational efficiency of the enterprises. The application of quality standards would support the enterprise not only to be profitable but also to be sustainable. The study encounters the nature of competitive advantage gained by small and medium scale enterprises (SME) that perceive and adopt total quality management to sustain in the market. The study emphasizes the major coherent concepts of total quality management comprised of customer focus & communication, training & education, work environment & culture, continuous improvement, leadership, supplier quality management, resource management, and process improvement. The study identifies the influence of TQM on enterprises in terms of profit and existence. Further, it empirically examines the most influential element of Total quality management, which needs to be focused much by the SME's and suggests the enterprises adopt the suitable TQM to gain competitive advantage in the prevailing context. A sample of 260 enterprises was used through a representative random sample method out of 3653 registered SMEs operating in Gampaha from the fast-moving consumer goods industry. A case study approach aided with quantitative techniques has been applied as the research design. Primary as well as secondary data collection methods were used along with descriptive and inferential techniques. The study highlighted the significant influence of customer focus, continual improvement, and resource management towards the success of business ventures in terms of gaining a competitive advantage. The study suggests that the enterprises should concern quality attributes, technology adoption and customer-oriented approach, and supplier network in generating a competitive edge at a noteworthy level. Entrepreneurial orientation that reflects the quality management approach would benefit the enterprises, customers, and society.

Keywords: Competitive advantage, Sustainability, Total quality management, SME

CHALLENGES FACED BY ETHNIC MINORITY FEMALE ENTREPRENEURS IN SRI LANKA

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Abstract

The world has witnessed the emergence of a significant number and variety of female entrepreneurial activities in recent years. Yet, very little is known about the extent and nature of female ethnic minority involvement in entrepreneurial activity. This study aims to identify the major challenges faced by ethnic minority female entrepreneurs of Sri Lanka. This research adopts a social constructionist and narrative approach recognized as effective in exploring experience through stories. Ten ethnic minority female entrepreneurs were purposively approached and interviewed for this study. The outcomes had been similarly triangulated via the adoption of a concurrent triangulation method. The thematic analysis was used to examine the gathered data. The findings indicate that ethnic female entrepreneurs' network relationship with the mainstream group, cultural and religious influences, language, access to finance, and lack of education are the main challenges. Moreover, the perceived discrimination faced in the mainstream society discourages many entrepreneurial activities. Understanding the challenges faced by female ethnic entrepreneurs when running a business in Sri Lanka has essential ramifications for aspiring female entrepreneurs, academics, and policymakers to encourage entrepreneurship.

Keywords: Challenges, Ethnic minority female entrepreneurs, Narrative, Qualitative

THE IMPACT OF PRIOR KNOWLEDGE AND EXPERIENCE ON ENTREPRENEURIAL INTENTION AMONG ACCOUNTANCY STUDENTS: THE MEDIATING ROLE OF ENTREPRENEURIAL ALERTNESS

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Abstract

Entrepreneurship focuses on value creation involving commitment for time, effort, money, and expectation of financial gain. The ability to recognize valuable business prospects can be best measured through entrepreneurial alertness. The scholarly knowledge is limited on how entrepreneurial alertness to business opportunities triggers entrepreneurial intention, specifically for Chartered Accountancy (CA) students. Thus, the study addresses this gap and investigates the mediating effect of entrepreneurial alertness on the causal relationship of prior knowledge & experience on entrepreneurial intention. The study relied on the primary data of 408 students enrolled in the final level of the CA course from the Institute of Chartered Accountants of India. The data were collected through a structured questionnaire from the Delhi- National Capital Region (NCR) region of India, which was divided into five clusters; therefore, a cluster sampling method was used to collect the data. The structural equation modelling (SEM) method was applied to analyze the causal relationship. The results empirically contributed to the literature by studying the entrepreneurial intention of CA students as it is found that students' knowledge and experience strongly promote entrepreneurial intention even when entrepreneurial alertness is added as a mediator. Moreover, entrepreneurial alertness partially mediates the relationship of prior knowledge & experience and entrepreneurial intention, ensuring that experienced professionals stand a better chance to have an entrepreneurial career. The findings enhance the understanding of early-stage entrepreneurship among specific discipline students.

Keywords: Entrepreneurial alertness, Entrepreneurial intention, Experience, Prior knowledge

IMPACT OF THE ENTREPRENEURIAL ORIENTATION ON THE FIRM PERFORMANCE OF SMES IN SRI LANKA: MODERATING EFFECT OF TRANSFORMATIONAL LEADERSHIP BEHAVIOUR

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Abstract

This paper aims to examine the impact of the Entrepreneurial Orientation (EO) on the business performance of Small and Medium Enterprises (SMEs) in Sri Lanka with moderating effect of Transformational Leadership (TL). The previous strategic and entrepreneurial literature typically modeled the EO and TL as separate antecedents of firm performance, but this study investigates the moderating effect. This study used insights from the Resource-Based View (RBV) Theory and Full Range of Leadership Theories (FRLT). The EO is discussed with five dimensions scales, and TL is discussed with four dimensions scales. The conceptual framework was designed by using the literature and theories of the EO and TL. The research questionnaire was developed on the predefined EO-Five dimensions measurement and Multifactor Leadership Questionnaire (MLQ). Simple random sampling was used as the sampling technique of this research, and data was collected from SME owners/ managers. Finally, 150 valid questionnaires were collected from 400 SMEs. The finding shows that EO has a significant positive moderate relationship with the firm performance overall. The Proactiveness and Competitive Aggressiveness showed a moderate positive significant relationship with firm performance. Other constructs like Innovativeness, Risk-taking Autonomy showed a moderate and weak positive relationship with firm performance. The results indicate that the TL style of the SMEs in Sri Lanka is significant and positively moderates the EO and firm performance relationship. The main limitation of this research was gathering reliable data because small and medium business owners are often unwilling to provide and share confidential information. This paper contributes to the small business management literature by providing a holistic analysis of the EO and TL on SME's business performance in developing countries like Sri Lanka.

Keywords: Entrepreneurial orientation (EO), Firm performance, RBV Theory, Small and medium enterprises (SMEs), Transformational leadership (TL)

IMPACT OF ENTREPRENEURIAL INNOVATIVENESS ON ENTREPRENEURIAL INTENTION AMONG MANAGEMENT UNDERGRADUATES IN STATE UNIVERSITIES OF SRI LANKA: WITH THE MEDIATING EFFECT OF ENTREPRENEURIAL ALERTNESS

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Abstract

This study was designed to explore the effect of Entrepreneurial Innovativeness on Entrepreneurial Intention among management undergraduates in state universities of Sri Lanka: with the mediating effect of Entrepreneurial Alertness. In the Sri Lankan context, even though Entrepreneurial Intention has been sufficiently explored, how the Entrepreneurial Innovative behaviour and Alertness of the undergraduate force towards indent to become entrepreneurs is still unclear. Therefore, the study was conducted with the aim of filling the vacant gap by adding new sources to the literature. The sample was 377 management undergraduates in state universities of Sri Lanka, which was selected through a simple random sampling technique. Entrepreneurial Innovativeness is defined as the independent variable, while undergraduates' Entrepreneurial Intention is identified as the dependent variable of the study. In addition, Entrepreneurial Alertness is considered as a mediator variable. The findings of this study indicated that Entrepreneurial Innovativeness and Entrepreneurial Alertness positively impact Entrepreneurial Intention. Further, Entrepreneurial Alertness mediates the relationship between Entrepreneurial Innovativeness and Entrepreneurial Intention. This study suggests that undergraduates should think out of their boxes and be vigilant in dynamic environmental changes that can enhance Entrepreneurial Intention among university undergraduates. Ultimately, this will be the platform for the emergence of new and innovative business start-ups in the future Sri Lankan economy.

Keywords: Entrepreneurial alertness, Entrepreneurial innovativeness, Entrepreneurial intention, Management undergraduates

IMPACT OF BUSINESS RESILIENCE PRACTICES ON DEALING WITH COVID-19: EVIDENCE FROM SRI LANKAN SMALL-SCALE ENTREPRENEURS

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Abstract

The worldwide outbreak induced by the novel Coronavirus has disrupted the world's economy, dramatically reducing daily business operations, causing a global trade disruption unprecedented in most sectors of economic activity. Small-scale entrepreneurs, particularly in developing countries, become significant pandemic victims due to a lack of resilience mechanisms. This study examines the impact of business resilience planning and investigates resilience measures used by small-scale entrepreneurs in Sri Lanka during the ongoing Covid-19 crises. Positivism, quantitative research design based on negatively ranked, seven-point Likert-scale questionnaires disseminated to the 384 small-scale entrepreneurs. Our main findings indicated that there was a significant impact on business resilience from financial strategy, marketing strategies, and employee arrangements because all values are less than 0.05. Only a limited number of quantitative studies were conducted to investigate the impact of the Covid-19 pandemic and the resilience measures used by the small-scale entrepreneurs in Sri Lanka. This study provides empirical evidence to figure out the resilience measures to become resilient during the Covid-19 crisis.

Keywords: Business resilience planning, Covid-19, Resilience measures, Small-scale entrepreneurs, Sri Lanka

IMPACT OF TOURISM DEVELOPMENT ON SMALL AND MEDIUM ENTERPRISES IN OBU DU CROSS RIVER NIGERIA

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Abstract

Tourism as an industry has multiple and significant impacts on the socio-economic development of any nation on which small and medium scale businesses (SMEs) have predominantly been centered. Thus, this research is aimed at investigating the impacts of tourism development on SMEs in the Obudu cross river in Nigeria. The study employed both quantitative and qualitative methods of data collection and data analysis. Based on a structured questionnaire, 70 SMEs owners were purposefully sampled for quantitative data collection. Additionally, 10 informants were interviewed through video calls. Descriptive techniques were used to analyse the qualitative data, whereas Pearson parametric correlation was used to find the relationship between tourism development and SME's. The qualitative findings of this research highlight benefits which SMEs enjoy in participating in tourism activities such as job creation, poverty reduction, income generation, infrastructural development, and community development. The quantitative results revealed that the Pearson correlation ranges from (0.262- 0.519, significant at $p < 0.05$ level). This result means that there is a significant relationship between tourism development and tourism impacts on SMEs in the Obudu cross river area. The findings further imply that tourism activities, government policies to avoid leakages in tourism activities, the contribution of tourism activities to business income generation, the impact of tourism on employment opportunity, and the continuity of tourism in promoting businesses irrespective of challenges are facing tourism development in the Obudu cross river. This research is the first study that fully addressed all ten territories in the Obudu cross river in Nigeria, where the impact of tourism development on SMEs was researched. This study recommends that the federal government, state government, and local government should work together to address the market and SMEs challenges for tourism by introducing innovations and consumption practices that will enhance tourism development.

Keywords: Obudu cross river, SMEs, Tourism development

TRENDS AND IMPACT OF CYBER-ATTACKS ON SMALL AND MEDIUM ENTERPRISES IN MANCHESTER, UNITED KINGDOM

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Abstract

Information security is a major factor and concern for every company. However, computer hackers pose a higher threat for organisations with the advancement of technology. To understand the current level of threat, this research aims to reveal trends and impacts of cyber-attacks by reviewing the recorded cyber-attacks on Small and Medium Enterprises (SMEs) over the past three years and presenting mitigating steps which can help improve security and reduce cyber-attacks. To better comprehend the research aim, qualitative data and secondary data were used. A well piloted semi-structured questionnaire was targeted to 14 SMEs in the Manchester area in the UK. The sample consists of IT admin managers and IT security specialists in order to gather data on cyber-attacks and their impact on SME's. Descriptive statistics and documentary analyses were used on the data. The study reveals that phishing attacks and Virus/Spyware/Malware are the most common cyberattacks which pose a significant threat to SMEs as there was a steady increase and more frequent incidents on SMEs during the period 2018-2020. To mitigate such cyberattacks, the study prescribes a series of preventive measures such as using recommended genuine software, upgraded antivirus software/firewall, and the education of all staff to be vigilant when using email and the internet. The study sheds a new perspective on the trends and impact of cyberattacks on SMEs where they can better resist the behaviour of hackers. Organisations irrespective of their SME sector are vulnerable to cyberattacks; therefore, there is a need to secure information assets. This study draws attention to policymakers who can assist SMEs to effectively manage digital security and threats by educating and passing relevant regulations.

Keywords: Cyberattacks, SMEs, Trends of cyberattack

NETWORKING BEHAVIOUR OF WOMEN ENTREPRENEURS AND ITS IMPACT ON ENTREPRENEURIAL PERFORMANCE: THE MEDIATION ROLE OF SELF-ESTEEM

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Abstract

Extant literature has argued that networking by entrepreneurs will uplift business standards and performance. Yet, the networking behavioural analysis has overlooked integrating women's social behaviour in small and medium scale businesses. Thus, the study attempts to disentangle these issues by designing a mediator model that encapsulates women's self-esteem's mediator role in applying networking behaviour to achieve performance. Using simple random sampling, data were collected from 290 women entrepreneurs running small and medium scale businesses in the Western Province, Sri Lanka. The study developed the Structural Equation Model, which involved analysing the entrepreneur's attitudes and behaviours on networking (pro-activeness, commitment, strategy, and openness), self-esteem, and performance. The study ascertained a significant relationship between social networking behaviour and performance, and this relationship has been mediated by self-esteem. Accordingly, the study confirmed the vitality of social networking in enhancing business performance. Further, the study redounds to filling the gaps in the literature by contributing to the theory with an intensive focus on women entrepreneurs and the empirical gap in the concept of female entrepreneurial networking. Our study also suggests that future research could pay attention to how these networking behaviours of women entrepreneurs vary in terms of the individual and social factors associated with their businesses.

Keywords: Networking behavior, Women entrepreneurs, Entrepreneurial performance, Self-esteem

COLLECTIVE INFLUENCE OF STARTUP FINANCIALS AND LIFE CYCLE STAGES ON FIRM VALUE: EXAMINING MODERATED EFFECT OF SERIAL ENTREPRENEURSHIP AS A STRATEGIC SIGNAL FOR VENTURE CAPITALIST

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Abstract

This paper intends to examine the moderated effect of serial entrepreneurship and financial factors on venture capitalists'(VC) valuation among technology start-up firms in India. We used financial and non-financial data of 2166 Indian technology startups which received venture capital funding for the period of 2008 -2021. The result of the study revealed that serial entrepreneurship of the founder significantly moderated the relationship between financial variables and valuation. Furthermore, findings implied that start-up experienced entrepreneurs add more value in venture capital valuation than inexperienced ones. Among the entrepreneur groups, considerable differences were found in the relationship between stages and the value of the firm. The present study delivers an indication that the simultaneous effect of serial entrepreneurship on financial variables and stages proposes a higher valuation and growth potential. This study is pioneering in conceptualising and testing the link between financial variables, stages, and serial entrepreneurship on value, particularly in the context of a new venture, which is crucial for an emerging country like India. It contributes to researchers by reiterating the relevance of serial entrepreneurship in various stages and verifies the continuous importance of entrepreneurial experience for entrepreneurial success in today's competitive environment. The practical implication of the study shows that startup experience equips entrepreneurs to enhance their authenticity to acquire financial resources and thereby improve financial performance, which can significantly increase the chances of survival. It reinforces startup experience as a valid criterion for VCs to consider before investing in technology startups.

Keywords: Startup valuation, Serial entrepreneurship, Venture capital, Firm value

THE ROLE OF SRI LANKAN COPRENEURIAL COUPLES AND ANTECEDENTS OF WORK-LIFE CONFLICT

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Abstract

Copreneurs are couples who share ownership, commitment, and responsibility for a business together. Since there was very little knowledge of the copreneurs' business in the context of Sri Lanka, this study attempts to explore their roles and antecedents of work-life conflict. This study follows an interpretive approach and narrative design. A purposive sampling procedure was applied, and ten interviews were conducted to generate data for the study. The analysis of collected qualitative data was done by narratives as the case study method. Findings show that four leading roles create a business's foundation and development, such as division of labour, husband as a leader, household management, and unpaid labour. Moreover, networking, role overload, competing family responsibilities, love and understanding of entrepreneurial couples, parental responsibilities, and decision-making are identified as the influences on work-life balance and conflict between copreneurial couples. These findings may be used to guide future research, develop educational programmes for copreneurs, and enlighten couples in copreneurial business or those considering copreneurship on how to manage business and family life effectively. This research mainly contributes to the family business field by focusing on copreneurs and combining different theoretical perspectives. Further, this study develops a model, which combines the roles and antecedents of work-life conflict for copreneurs which were not reported previously in the literature.

Keywords: Copreneurs, Family business, Interpretivism, Narratives, Work-life conflict

ELECTRONIC BANKING AND ENTREPRENEURIAL SUCCESS IN AN EMERGING ECONOMY

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Abstract

In the bid to catch up with global developments and improve the quality of service delivery, it is in no doubt that entrepreneurs have invested much in technology and have widely adopted electronic and telecommunication networks for delivering a wide range of value-added products and services. Therefore, this study examines the effect of electronic banking on entrepreneurial success in Bwari Abuja. Drawing from Technology Acceptance Model, this study adopted a descriptive survey design. The population comprises 552 SMEs in Bwari area council. However, a sample of 232 out of 552 SMEs was selected for the research. Multiple regression analysis was used to test the hypothesis. The regression result showed that Point of Sales (POS) has a positive and significant effect on entrepreneurial success in Bwari area council. In addition, the findings revealed that there is a positive and significant relationship between telephone banking and entrepreneurial success. Lastly, there is a positive and significant relationship between mobile banking and entrepreneurial success. It is recommended that organizations should ensure efficient application of electronic banking in Nigeria. Further, critical infrastructure such as power, security, and telecommunication should be strengthened.

Keywords: Electronic banking, Entrepreneurial success, Mobile banking, Point of sale, Telephone banking

FINANCE

IMPACT OF COVID-19 PANDEMIC AND GOVERNMENT INTERVENTION ON SHARE MARKET: EVIDENCE FROM SRI LANKA

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Abstract

The rapid spread of the COVID-19 outbreak throughout the world has triggered the countries into a severe crisis creating economic and financial uncertainties. Since it is still underway, analysts and experts worldwide are trying to capture its impact on the economy. This paper explores the effect of the COVID-19 outbreak and the government intervention measures to control the disease on the stock market in Sri Lanka. This paper seeks daily data from 30th March 2020 to 30th August 2021 on confirmed COVID cases, COVID deaths, All Share Price Index data, the Oxford COVID-19 Government Response Tracker (OxCGRT), exchange rate, and nationwide lockdowns. The regression results confirm a significant positive impact of the daily COVID-19 cases on the stock market, whereas the daily confirmed deaths do not significantly impact the share market in Sri Lanka. The study also discloses that the nationwide lockdowns and depreciation of the rupee value against the US dollar significantly negatively affected the stock market. Moreover, the lockdown policies, regardless of how strict they are, had a significant positive impact on the stock market in Sri Lanka. This study is the first to explore the influence of the COVID-19 outbreak and the Government's disease control measures to provide a way forward on appropriate policy decisions aimed at developing the financial market. The policymakers should develop the most appropriate policies to protect the financial market and the economy in a critical situation like the COVID-19 health pandemic.

Keywords: All share price index, COVID-19, Government intervention, Sri Lanka

NEEDS THEORY ON INVESTORS' IRRATIONALITY WITH THE MODERATION IMPACT OF INVESTOR CATEGORY: EVIDENCE FROM SRI LANKA

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Abstract

Although conventional finance is the central point of the finance research arena, disciplines such as psychology and sociology are crucial in the stock market investment decisions. This study tests the impact of psychological attributes in stock market investment decisions by applying the well-established Trichotomy of Needs Theory by David McClelland. As a secondary objective, the moderation impact of investor category on the relationship between Needs Theory and individual investors' stock market investment decision has been tested. In this quantitative study, data was gathered through a structured questionnaire from a sample of 386 individual investors in the Colombo stock market using systematic random sampling. Hypotheses were developed, and data was analyzed using the Structural Equation Model (SEM) using AMOS statistical software. Results show that there is a significant positive impact on individual investors' stock market investment decisions from both the Need for Affiliation and Need for Achievement. The results embrace a significant positive moderation impact from the 'investor category', on the relationship between Need for Affiliation and individual investors' stock market investment decision. Moreover, a significant-positive moderation impact from the 'investor category' has been identified on the relationship between the Need for Achievement and individual investors' stock market investment decision. This study leads to the novel finding those personal characteristics of individual investors explained by their needs lead to variations in their stock market investment decisions. When making the stock market investment decision, individual investors can assess their personal Need characteristics to make a sound stock market investment decision.

Keywords: Investment decision, Investor category, Need for achievement, Need for affiliation, Need for power

CONCEPTUALISATION OF INDIVIDUAL INVESTORS' HEURISTICS ON INVESTMENT DECISION MAKING

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Abstract

This paper conceptualizes heuristics identified in behavioural finance in relation to the individual investment decision making. Though modern finance relies on the assumption investors are rational, the counter argument postulates that investors are not always rational. Thus, the decisions are impacted by behavioural heuristics and biases of investor psychology. Heuristic theories identify representativeness, availability, anchoring and emanating overconfidence, enumerate systematic biases in decision making. Therefore, this paper aims to conceptualize the constructs of behavioural heuristics along with individual investor decision making, which will be later employed in a survey study in the Colombo Stock Exchange. This study ascertains heuristics identified in behavioural finance, specifically; representativeness, availability and overconfidence and develop specific definitions for each heuristic through literature. Next, it develops a conceptual model along with the dependent construct, investment decision making. The definitions of each construct are utilized to identify the specific dimensions of each of them, which can be measurable in a stock market. This study provides a comprehensive measurement of the heuristics along with its dimensions and elements using literature in both behavioural and standard finance. This conceptual framework will provide a foundation for future research on investor decision-making of behavioral finance in Sri Lanka.

Keywords: Availability, Behavioral finance, Investment decision making, Overconfidence, Representativeness

INFLUENCE OF RISK AVERSION ON CHOICE OF INVESTMENTS IN SRI LANKA

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Abstract

The purpose of this study is to examine the level of risk aversion among investors in Sri Lanka and how it impacts the choice of investments. This study considers seven investment choices including savings, fixed deposits, stocks, corporate debentures, government securities, unit trusts and other long-term investments such as real estate and retirement plans. This research is based on positivism philosophy and deductive research approach. A survey research strategy was followed as this study is based on the mono method quantitative choice. A structured questionnaire was employed to collect data and obtained 352 responses. Statistical analyses including factor analysis, correlation, and linear regression, were carried out through SPSS software. The results depicted high-risk aversion among the investors in Sri Lanka. Further, they are highly concerned about the safety of the investments and guaranteed returns. Moreover, the study found a statistically significant relationship between risk aversion and investment choices. Previous studies in the Sri Lankan context have assessed how different behavioural factors affect investment decision of specific investors such as stock investors or investors of a specific geographical area. Hence, this study considers all types of investors and their level of risk aversion. Based on the research findings, the author highlighted strategies to investors, educators, and financial intermediaries to encourage investors to expand the choice of investment products.

Keywords: Investment choice, Level of risk aversion, Risk aversion, Sri Lanka

CUSTOMER CAPABILITIES AND VALUE CO-CREATION PRACTICES IN SELF-SERVICE TECHNOLOGIES: INSIGHTS FROM COMMERCIAL BANKS IN SRI LANKA

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Abstract

Many service encounters that were previously managed by service employees are being transformed into technology-enabled self-service interactions, including those in the banking sector. However, scholarly work has not paid sufficient attention to studying Self-Service technologies (SSTs) in service encounters. Thus, the purpose of this study is to investigate the practices that customers engage in co-creating value with SSTs in the banking sector, along with prerequisite capabilities that customers must possess to complete successful service transactions. A qualitative approach was used, conducting semi-structured interviews with 50 banking customers who use SSTs in the Western Province, Sri Lanka, using a non-probabilistic purposeful sampling strategy. The thematic analysis method was used to analyse the data. The findings revealed several practices that customers use in co-creating value with SSTs in the commercial banking sector which were integrated under eight themes as 'Fulfilling the prerequisites', 'Gathering knowledge', 'Collecting information', 'Cooperating with service providers', 'Following instructions', 'Tolerating process failures', 'Confirming transaction', and 'Fulfilling the formalities and ending the process'. Further, the knowledge of the language, computer, internet, device, and interface were found as the capabilities an individual should possess to use SSTs. The findings contribute to filling the lacuna of existent literature in understanding value co-creation and technological interfaces by addressing the prerequisites and practices of customer value co-creation in banking SSTs, which have received only sporadic attention. SST service providers can leverage their knowledge of what and how customers co-create value in SSTs, as well as their anticipated capabilities, to design and deliver customer-friendly self-service solutions.

Keywords: Banking, Co-Value creation, Prerequisites, Self-service technologies

IMPACT OF WOMEN DIRECTORS ON FINANCIAL PERFORMANCE OF NIFTY MIDCAP 50 COMPANIES

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Abstract

The aim of this paper is to investigate how women directors influence the firm's financial performance by using the data Nifty Midcap 50 companies. By analysing the influence of women directors, independent directors, non-executive, executive, and women chairperson directors and their financial performance on the corporate board. A Quantitative research method is taken as the research methodology. The paper uses Indian companies listed in the Nifty Midcap 100 for 50 companies as the dataset for 5 years (2015-16 to 2019-2020). The firm performance was measured using return on assets and return on capital employed. The board size is considered as the control variable. Based on the Hausman's Test, the random effect model is performed to explain the phenomenon. The findings reveal a positive relationship that is not statistically significant between female directorship and performance as assessed by ROA and ROCE, which defies both ethical and economic beliefs. This paper provides insights into the relationship between gender diversity and firm performance by exploring the nifty midcap 50 companies. – A novel approach in the management and business literature.

Keywords: Boards of directors, Gender diversity, Firm performance, Return on assets, Return on capital employed

FINANCIAL LITERACY ON FINANCIAL BEHAVIOUR OF MANAGEMENT UNDERGRADUATES IN STATE UNIVERSITIES

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Abstract

The level of financial literacy is crucial for university students who represent the future as a dynamic segment of society. Moreover, undergraduates are suffering from financial problems, which may affect the success of studies and the future. This study attempted to answer this problem with the objectives of measuring the level of financial literacy and identifying its impact on the financial behaviour of Management undergraduates of state universities. The research model was conceptualized by using independent variables; financial literacy along with the five dimensions (money management, savings, insurance, investment, and credit and borrowings) and the dependent variable of financial behaviour. A quantitative approach was used for the study, and a sample of three hundred students was drawn from the population of third year and final year management undergraduates in the Rajarata University of Sri Lanka, Wayamba University of Sri Lanka, Uva Wellassa University of Sri Lanka, University of Sri Jayawardenapura and University of Kelaniya by using the simple convenience sampling method. A structured questionnaire was used to collect data, and seven hypotheses were formulated to conduct the research. Descriptive statistics, correlation analysis, and regression analysis were used as the analytical tools. Results of the study revealed that the level of financial literacy of management undergraduates was within the moderate level, while regression analysis depicted that financial literacy and all the dimensions have a significant impact on financial behaviour. These results imply that there is a need to develop elaborate and detailed education programmes to address the aspects that the respondents were less aware of, such as financial literacy on insurance. Moreover, results have significant educational policy implications, including introducing subjects related to personal finance for university students.

Keywords: Financial behavior, Financial literacy, Money management, Undergraduates

DO FIRMS DESPERATE FOR GROWTH OVERPAY FOR ACQUISITIONS? EVIDENCE FROM SRI LANKAN LISTED FIRMS

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Abstract

The acquisition is a widespread growth strategy among modern businesses, and firms often acquire other firms at substantial premiums over market values. This study aims to investigate whether the level of acquisition premiums is affected by the acquiring firm's desperation for growth, triggered by low organic growth or high acquisition dependence. This study follows the deductive approach while adopting the archival research strategy. The study consists of 23 acquisition transactions among publicly listed companies in the Colombo Stock Exchange (CSE) between 2009 and 2019. Secondary data are collected using published reports of listed companies, the CSE, and the Securities and Exchange Commission (SEC). The study employs quantitative analysis techniques such as correlation analysis and multiple regression analysis with the help of IBM SPSS software. The study reveals that firms desperate for growth overpay for acquisitions. Hence, findings indicate higher acquisition premiums will be paid by acquirers with a low relative organic growth or high acquisition dependence. The study adds empirical evidence on the impact of firm growth on acquisition premiums in a developing country context where almost all prior studies have attempted to provide some evidence in relation to developed countries. Given the contextual differences of developed and developing countries, the findings of this study offer a better understanding of how a firm's desperation for growth leads to the seemingly irrational strategic action of overpaying for the targeted company.

Keywords: Acquisition dependence, Acquisition premium, Desperation for growth, Organic growth

GENERAL MANAGEMENT

CAN OUR DREAMS PROVIDE INSIGHTS INTO CREATIVE PROBLEM-SOLVING TECHNIQUES? – A MAGICIAN FOR YOUR DREAMS

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Abstract

Can our dreams offer us meaningful guidelines for creative problem-solving techniques? This paper attempts to develop new creative problem-solving methods based on dreams. Dream diaries of participants from different creative industries were incubated to develop relevant themes in their dreams which act as tailor-made creative strategies for problem-solving. Using grounded theory, it was found that dreams-based strategies include combination, breakage, symbolism, opposition, substitution, incorporation, disposal, against all odds, amplification, emotionalization, adoption, nothingness, limitation, procrastination, reframing, and outsourcing. These strategies explain different thinking processing for different challenges in this increasingly complex, volatile, and dynamic business world. Further, how do dreams or the subconscious mind develop the required themes for the respective incubated problems can be studied.

Keywords: Dreams, Problem-solving in dreams, Dream incubation, Creative solving in dreams

THE PROCUREMENT PRACTICES FOR EFFECTIVE IMPLEMENTATION OF THE SRI LANKAN CONSTRUCTION INDUSTRY

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Abstract

The Sri Lankan Construction industry engages in a vital role in the country's economy. However, there are various issues faced by this industry. Procurement is the backbone of every construction project. On the other hand, the Sri Lankan construction industry faces multiple issues related to procurement practices as selection, application, usage, etc. This research investigates the procurement practices for effective implementation of the Sri Lankan Construction industry. After identifying the research problem through a background study, the research design and its functions were identified. The study referred to existing literature and conducted an online questionnaire survey. Moreover, the analysed data revealed that the Traditional Procurement method is the most used Procurement approach in the Sri Lankan construction industry from its effectiveness, efficiency, and various considerations. However, issues related to each Procurement type and wrong selection, its complex nature and subsequent management, construction professionals' lack of awareness, and a smaller number of related research reported in the literature have become significant issues in existing Sri Lankan Procurement practices. Furthermore, there are various issues in the Sri Lankan construction industry. Project cost overrun, late delivery, and low efficiency of projects can be controlled and eliminated through correct-appropriate Procurement approaches. Therefore, the research shows the critical strategies for effective implementation of the Sri Lankan Construction industry through Procurement practices.

Keywords: Construction industry, Effective implementation, Procurement, Sri Lanka

CITIZEN SOURCING: DESIGNING PHASES AND COMMANDMENTS FOR GOVERNMENT SECTOR

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Abstract

Government agencies have leveraged crowdsourcing to harness the collective intelligence of citizens for the social welfare of the country. Despite its growing importance in transforming government-citizen relationships, the design aspect was highly unstructured and fragmented. Therefore, a comprehensive understanding of step-by-step designing of crowdsourcing in the government sector was vital, as the success solely depends on the government's ability to Design and Implement the crowdsourcing initiatives. The research agenda is to identify the elements and Commandments that government agencies should consider while making a blueprint of Crowdsourcing Initiatives. Therefore, this paper adopts a Systematic Literature review and a Morphological analysis technique to identify and synthesize all elements and commandments of designing crowdsourcing. A Strategic Crowdsourcing framework was developed with three phases, namely preparation, execution, and post-execution. This study serves as a roadmap for government agencies to better understand the intricacies of all elements and commandments and devise a design strategy accordingly for crowdsourcing implementation.

Keywords: Crowdsourcing designing, Strategic crowdsourcing framework, Commandments, Systematic literature review

SUCCESS IS NOT SOMETHING THAT COMES NATURALLY: A CASE STUDY REFERENCE TO THE RIDEEGAMA MULTIPURPOSE CO-OPERATIVE SOCIETY

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Abstract

The Sri Lankan Co-operative movement has made a significant impact on the public consciousness today. However, there were few numbers of studies in the world that have studied the success models of Co-operatives. The Rideegama multipurpose co-operative society is the best award-winning co-operative society in the Wayamba province. The research problem of the study was “What are the factors behind the success of Rideegama multipurpose co-operative society in Sri Lanka? The main objective of the study is to explore the success factors behind the Rideegama multipurpose co-operative society in Sri Lanka. There was no study conducted in Sri Lanka for the above purpose. Through this study, researchers fill that gap. After reviewing the literature, the researchers conceptualized an inductive type of qualitative research with interpretivism as the research philosophy. The purposive sampling method was followed, and the nine board of directors, Staff members, and the members in the Rideegama multipurpose co-operative society were signified. Data collection was done through the observations and the panel discussion. Researchers used both primary and secondary data to enrich the output. Furthermore, data analysis was done through content analysis. The study found that a solid marketing system, effective cost management system, strong human resource practices, sustainable internal control system, and well-built relationship with stakeholders were the most critical success factors behind the co-operative society in Rideegama. It is recommended for future researchers to increase the data sample and to conduct further research according to a mixed methodology. The findings of this study are useful for policymaking and provide a lesson for unsuccessful co-operative societies in Sri Lanka.

Keywords: Multipurpose co-operative society (MPCS), Success

TELECOMMUTING AND CREATIVITY OF PROFESSIONAL EMPLOYEES IN SOFTWARE DEVELOPING INDUSTRY, SRI LANKA

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Abstract

Telecommuting as an alternative job design is gaining ground. Although a few studies provide a basic view about telework and creativity, the link is yet to be explored. Thus, we conducted two separate studies to investigate the telecommuting-creativity link. Study 1 revealed how telecommuting enhances and reduces creativity from semi-structured interviews with 17 professional software development employees. Participants revealed that telecommuting helps activate thinking new ideas but limits the avenues to develop those further. These findings suggested the need for a two-dimensional conceptualization of creativity. Guided by the insights of study 1 and the Identity Theory, study 2 was conducted to examine the effect of telework on the novelty and usefulness dimensions of creativity. We employed Structural Equation Modeling (SEM) via AMOS (version 16.0) to test the structural and measurement models. Mediator Analysis was conducted testing hypotheses. Drawing on a survey of 246 professional employees, study 2 found two results. First, telework's extent positively impacts personal identity, which in turn positively impacted the novelty dimension of creativity. Second, the extent of telework negatively affected the usefulness dimension of creativity due to reduced team identity. Our findings inform that telework alters an individual's identity, which has a differential impact on the two dimensions of creativity. The findings inform the practitioners of the importance of balancing working in collocated and teleworking contexts to foster personal and team identities that enhance overall creativity.

Keywords: Creativity, Novelty, Personal identity, Team identity, Telecommuting, Usefulness

A REVIEW OF THE STRATEGIES IMPLEMENTED BY FOREIGN AIRLINES, IN THE FACE OF COVID-19

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Abstract

The global COVID – 19 pandemic has impacted the aviation industry disturbingly, causing intense forfeiture in business operations. The situation is abated by aviation industry experts through strategic implications. This study explored the strategic implementations used by foreign airlines to minimize the incurred losses. The study was conducted using 35 secondary research materials such as published journal articles, dissertations, government publications, etc. The secondary data sources were filtered into five sections as financial strategies, human resource strategies, marketing strategies, operation & supply chain strategies, and political strategies. The findings highlight the discrete mechanisms executed by foreign airlines to embrace each strategic implementation. The findings show mitigatory measures of financial strategies to control excessive costs and increase revenue. The human resource strategies are empowered by mitigatory measures to conduct operations with the optimal required resources. The marketing strategies highlight the innovative approaches in transforming the conventional strategies. The operation & supply chain strategies identify the distinct approaches in facing the induced challenges. The mitigatory measures of political strategies accentuate the restructuring options. Moreover, the study provides recommendations of the timely strategies used by airlines to minimize their losses during the COVID – 19 period. To the best of our knowledge, this study is among the first to explore the effect of this historic event on this industry in Sri Lanka.

Keywords: Aviation and Airlines, Aviation strategies, Covid – 19 impact

IDENTIFY THE FACTORS AFFECTING EFFICACY AND EFFICIENCY OF ONLINE EDUCATION WITH SPECIAL REFERENCE TO COVID-19 AS PERCEIVED BY STUDENTS

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Abstract

Disruption in the education system has shown positive results with few limiting factors. This study was conducted to investigate and understand the factors which have maximum influence on the student's efficacy and efficiency while pursuing education through online mode. Based on the literature, the factors were taken into account. The primary motive to conduct this research was to understand the points that can improve online education, leading to an increase in efficiency of the students, which hasn't been discussed till now. Primary data was collected through a questionnaire that was designed to cover several aspects relating to students' efficiency and efficacy. The survey was conducted electronically and was distributed voluntarily in different educational institutes across the state. The sample consists of 200 students from management and commerce backgrounds. The exploratory principal component factor analysis technique was used to explore and extract the factors considering the variables with the help of the SPSS platform. Nine key factors have been identified through the factor analysis. Teaching presence, student satisfaction, computer-based test familiarity/satisfaction, and face-to-face learning have proved to be most important with the support of other factors. Online infrastructure, video conference tool awareness, and sources are another set of constructs affecting the abilities. The research focuses on increasing efficacy and efficiency in an online environment. With the current scenario involving acquiring the knowledge through online mode, the experiences shall help students grow and develop. Teaching presence, awareness of computer-based test and video conferencing tools, and online infrastructure play a key role in supporting their educational objectives. Online education still needs a lot of support in IT literacy skills among both students and teachers for their satisfaction.

Keywords: Efficacy, Efficiency, Online education, Factor analysis, Student satisfaction

A SYSTEMATIC JOURNAL REVIEW ON INFLUENCE OF ORGANISATIONAL CULTURE UPON KNOWLEDGE MANAGEMENT PRACTICES IN BANKING SECTOR ORGANISATIONS OF SRI LANKA

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Abstract

It is an inevitable fact that organization survival depends on proper management of intellectual capital and measuring knowledge, emphasizing that Knowledge Management (KM) has become an asset and wealth to the business organization. The organizational culture closely intersects with knowledge management, creating more opportunities for increasing organization performance. There are numerous numbers of studies published on the influence of organizational culture upon knowledge management where this research aim is in appraising, summarizing, comparing, contrasting the existing studies in a single place, and building a coherent theoretical framework that identifies the cultural factors influencing knowledge management in banking sector organizations. The methods were applied to detect and appraise published reviews systematically. The process of identifying and appraising all published reviews of 26, accompanied by an inductive approach. The systematic journal review outcome presented is based on the patterns identified through the different viewpoints provided by various researchers who have researched in different contexts. The organizational culture dimensions are commonly identified as 1) trust, 2) communication, 3) rewards, 4) collaboration, 5) organization structure, and 6) leadership. Researchers have provided contradictory outcomes for the influence of rewards systems on knowledge management. Some researchers tend to focus on organizational cultural models' effect on knowledge management. The study further confirmed that flat organization structure, instruct rewards, transformational leadership, and team collaboration culture support KM. It is the role of the leader to ensure the trust among employees that influences KM.

Keywords: Organizational culture, Knowledge management (KM)

DOMESTIC VIOLENCE AND HARASSMENT AMONG YOUNG WOMEN DURING THE PANDEMIC SITUATION IN SRI LANKA

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Abstract

Domestic Violence and Harassments are human rights violations that harm survivors. Although both men and women are impacted, and severity of domestic violence and abuse is substantially higher among women. The World Health Organization has estimated that one-third of women worldwide will experience domestic violence and harassment during their lifetime. The aim of this study is to investigate violence and harassment among young women in Sri Lanka, and sub-objectives are to explore the prevalence of violence and harassment among young women in Sri Lanka. This study is an exploratory investigation with a mixed approach of qualitative and quantitative analysis. For the purpose of data collection, simple random sampling and snowball sampling methods were employed. Through the qualitative approach, the factors influencing personal factors, economic factors, social factors, and relationship factors were identified by the use of past literature. In the quantitative approach, the questionnaire was distributed among 384 participants. The study recognized region, family type, husband's education, husband's employment, economic pressure, marital type, number of children, culture as the dimensions of domestic violence against women and awareness respectively. The findings designate personal factors, economic factors, social factors and relationship factors have significant impact on domestic violence among young women during the pandemic situation. In addition, proactive control mechanisms are proposed to control the domestic violence and harassment among young women in Sri Lanka.

Keywords: Covid-19, Domestic violence, Physical violence, Sexual violence and harassment, Young women

DISCOURSES AND DOXIC FIELD IN ORGANIZATION: EVIDENCE FROM SRI LANKA'S COCONUT INDUSTRY

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Abstract

The Strategy-As-Practice research explores strategy by considering it as a socially situated, accomplished activity that organizational actors are doing rather than having. When actors are agreed-upon and activated set of practices and identify them as their strategy, then at that moment, that organization can be identified as in a doxic field. Thus, the purpose of this empirical study is to discuss how multiple discourses in Sri Lanka's manufacturing organization in the coconut industry are intermingled by managers within the organizational strategy to construct a relatively stable doxic field. Based on a case study following the qualitative research approach, the study incorporated semi-structured interviews and observation to generate the data for thematic analysis. The interpretation of the findings is on the concept of doxa in the theory of practice by Pierre Bourdieu. Managers of the case organization have intermingled three discourses, from the societal level, industry level, and organizational level, within the present doxic field with the Lean Management System. In line with the theory of practice by Pierre Bourdieu, it can be identified that the intermingling of multiple discourses has served as a conservation strategy of the heterodox discourse of the lean management system. This study contributes to strategic management literature by explaining the construction of a relatively stable doxic organizational field by organizational actors through intermingling multiple discourses from a particular organization, its industry, and its linked society.

Keywords: Discourses, Doxic field, Heterodox discourses, Intermingling of discourses

TEA PLANTATION COMPANIES CONTRIBUTION TOWARDS SUSTAINABLE DEVELOPMENT GOALS: QUALITATIVE INQUIRY IN SRI LANKA

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Abstract

The United Nations Sustainable Development Goals (SDGs) are not specific to one industry; they help every industry to achieve a sustainable future. This study investigates Sri Lankan tea plantation companies' contributions towards the SDGs and examines how tea plantation companies enhance a sustainable future for their organizations. The qualitative research approach is employed under an exploratory research design. A purposive sampling technique was used to collect data from ten factory managers in tea plantation companies using a semi-structured interview protocol. The content analysis is utilized to identify the main approaches that are used to comply with the SDGs and examine the long-term strategic objectives of the tea plantation companies to achieve a sustainable future via SDGs. The results revealed that SDGs provide a universal and visionary framework contributing to economic, social, and environmental factors and lead to achieving a sustainable future for tea plantation companies. Further, the majority of the SDGs contribute to enhancing societal and environmental factors. Intriguingly, it was revealed that the willingness of the shareholders to implement socially-oriented projects is a major problem in the tea plantation sector. The findings of this study provide valuable knowledge for tea plantation companies to enhance their contribution to the SDGs. There is a scarcity of literature grades in SDGs in tea plantation companies in the agriculture sector. As a result, this research has delved deeper into tea plantation companies in the agricultural industry.

Keywords: Contribution, Sustainable Development Goals (SDGs), Tea plantation companies, Sri Lanka

THE IMPACT OF ELECTRICITY PRODUCTION SOURCES ON CO₂ EMISSION IN SOUTH ASIAN COUNTRIES: A QUANTILE REGRESSION ANALYSIS

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Abstract

This paper examines the impact of electricity production sources on CO₂ emissions in five South Asian countries. The economic activities of South Asian countries have been increasing, and energy creation is a major concern because of the consistency in production levels and economic development. The data from 1972 to 2015 is analysed by the quantile regression (QR) method. The results of quantile regression coefficients are statistically significant at a 1% level. The experimental findings from the regression suggest that there is a positive effect of all electricity production sources and related variables on CO₂ emissions. The effect of electricity production from coal is greater than that of other emissions. Policies aiming to reduce electricity production sources from coal, oil, and gas could be implemented in alternative ways as they would help to minimize the level of CO₂ production without having much effect on electricity production. Further, the study would be conducted by utilizing other economic indicators with the factors of electricity production sources because of the interaction between economic development and energy concentration.

Keywords: Climate change, CO₂ emissions, Electricity production sources, Energy consumption

SPIRITUAL LEADERSHIP: A REVIEW OF LITERATURE WITHIN THE CHOSEN PARAMETERS WITH A VIEW TO IDENTIFY A GAP FOR FURTHER RESEARCH

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Abstract

Spiritual leadership has been a concept which has gained attention for over two decades. Different scholars have looked at different aspects to elaborate its impact on the workplace, leaders, and followers. The purpose of this paper is to carry out a literature survey and to understand how “Spiritual Leadership” has been defined in the chosen literature, to identify the methodologies carried out in chosen literature, to recognize constructs associated with Spiritual Leadership research, and to identify research gaps in the literature related to “Spiritual Leadership”. In order to achieve the above objectives of this study, a comprehensive literature review was carried out on the Elsevier Scopus database. The search was started using the main keywords that were further narrowed down based on chosen inclusion criteria. An understanding of the Spiritual Leadership concept, different methodologies previous researchers have used, the type of constructs related were the findings of this study which enabled to unveil the gaps in existence. Lack of emphasis on the impact on the “leaders”, lack of examination on different antecedents, limited cross-sector studies, and limited usage of quantitative methodology and case studies were the gaps identified to be precise. This study was carried out as a foundation to identify the research gaps, to pave the way for a study which will add material empirical value to individuals as well as entities in the current, extremely volatile, and uncertain environment.

Keywords: Spiritual, Leader, Organization

E-WASTE AWARENESS AND DISPOSAL BEHAVIOR OF STUDENTS: A CONCEPTUAL FRAMEWORK AND RESEARCH AGENDA

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Abstract

An exponential increase in technology consumption at an individual level boosted waste generation. Pakistan is among a few countries generating and receiving enormous e-waste, which posits a threat to our future generations. Therefore, there is a dire need to explore consumer understanding and behaviour to design policies in order to avoid the most likely threat to human and environmental health. To this end, we explored the consumer e-waste awareness level and noticeable factors hindering the disposal of laptops, personal computers, and mobiles due to their substantial chunk in e-waste. The study used the qualitative research approach and non-probability purposive sampling. We organized four face-to-face heterogeneous Focus Group Discussions (FGDs), each of 8-10 undergraduate-and-graduate-level students studying at Pakistani universities. After reaching saturation, we developed the themes from FGDs and points jotted down in the self-memos. We found computer sciences and engineering students with better awareness levels than students from other departments, such as management, mathematics, and education. Further, external motivators, i.e., lower monetary benefits for disposing of, breach of sensitive information, nostalgic association with devices, and non-availability of disposal facilities, hinder e-waste disposal. Other variables like lower resale value and high family sharing increase the storage of e-devices and curb e-waste disposal. The research is among a few initial attempts to explore e-waste awareness and disposal behaviour in Pakistan and provide evidence from students who significantly use e-devices. The findings are crucial for policymakers and tech companies to take corrective actions, introduce monetary benefits, and secure disposal facilities to increase e-waste disposal.

Keywords: Consumer behavior, E-waste awareness, E-waste disposal, Monetary benefits, Sensitive information

SMART CITY READINESS OF COLOMBO, SRI LANKA: PEOPLE'S PERSPECTIVE

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Abstract

United Nations projects that 60% of the world population will live in urban areas by 2030. 11% of Sri Lankans live in Colombo district suffer from urbanization challenges stemming from population density over 10 times the national average. Smart city concepts are emerging as a solution. This study focuses on empirically assessing people's perspectives of the smart city readiness of Colombo. Quantitative methodology was used in developing a conceptual framework with five independent variables: Readiness of people, economy, environment, governance, and technology. A simple random sampling method was employed. The required sample size was 384. Valid primary data was collected via a questionnaire from 208 Colombo citizens and analyzed to test the hypotheses, and a smart city readiness model was formed. All independent factors show a positive influence on smart city readiness, where technological readiness influences the most and governance readiness the least. The proposed model covers 59.7% of the influencing factors, while age and education are identified as key demographic factors affecting the success of a smart city in Colombo. Minimal smart city readiness literature targets Sri Lanka and it does not focus on neither people's perspective nor an empirical study. This study brings empirical smart city readiness assessment frameworks to Sri Lankan researchers' knowledge base from people's perspectives to bridge the gap between people and decision-makers. International smart city readiness assessment frameworks proved to be valid in the Sri Lankan context. Practitioners are encouraged to uncover hidden factors local to the Sri Lankan context.

Keywords: Colombo, Smart cities, Smart city readiness, Sri Lanka, Urbanization

COMMUNICATION AS A TOOL IN ACHIEVING EXCELLENT AND TIMELY EXECUTION OF PROJECTS: A STUDY OF DANGOTE CEMENT COMPANY IN NIGERIA

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Abstract

This study aims to examine communication as a tool in achieving excellence and timely execution of projects in Dangote cement company. The methodological approach of this study mainly adopts a single case study research design. A semi-structured questionnaire which was constructed based on extant literature, was employed for data collection. The analysis enlisted the participation of 100 workers who were purposefully selected from the Dangote Cement Company. Data analysis was performed using thematic analysis and descriptive statistics. The study finds that communication is vital in the delivery of projects on time, and electronic media is used frequently in Dangote cement company during the execution of projects when communicating with supervisors and co-workers. The results also reveal that certain barriers exist regarding communicating effectively during project execution in the company, such as lack of clarity, poor listening, team conflict, cultural barriers and language deficiencies, inconsistencies, and wrong assumptions. Apposite research studies conducted in a cement manufacturing business in project management are scarce in the extant literature. Thus, this research makes a useful contribution by examining how communication plays a vital role in achieving projects while understanding communication barriers. Communication is a critical component of every organization's performance and a vital instrument for achieving business objectives more effectively and efficiently. This research extrapolates important insights for organizations, businesses, and corporations, both public and private, to apply effective communication methods for achieving and resolving the progress of projects. Efforts should be geared toward eliminating barriers in communication during the execution of projects, as seen in this study.

Keywords: Communication, Projects, Single case study

ROLE OF A PROTECTED AREA IN POVERTY ALLEVIATION: A CASE STUDY OF NATIONAL CHAMBAL SANCTUARY, INDIA

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Abstract

This study aims to estimate the direct benefits received by local people in terms of non-timber forest products (NTFPs) from the National Chambal Sanctuary using the market price method (MPM). A focused group discussion and participatory observation method have been adopted to elicit the information required for the study in adjoining villages of the Sanctuary. The results reveal that the local people benefit from the Sanctuary in terms of various non-timber forest products such as medicinal plants, vegetables, fruits, fuel food, honey, and some other useful products. Based on the market price method and the survey of 643 household, this study concludes that, on average, a household gets a value worth INR 23,001.57 per year from the Sanctuary. Despite multiple managerial issues and challenges faced by the Sanctuary, the results of the study indicate the considerable importance of protected areas from the local households' perspective. There is a need to connect PAs with development and poverty alleviation goals along with protection, which is presently missing in the study area. Following a bottom-up approach with proper involvement of local communities would be suitable for the sustainable biodiversity management of the Sanctuary/protected areas.

Keywords: Ecosystem valuation, Market price method, National chambal sanctuary, Non-timber forest products, Protected areas

HUMAN RESOURCE MANAGEMENT

KNOWLEDGE HIDING BEHAVIOUR AMONG UNDERGRADUATES

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Abstract

This research explores the knowledge hiding behaviour of university undergraduates in Sri Lanka. The study analyses undergraduates' knowledge hiding behaviour based on their gender, career expectations, and year of study. Moreover, this study analyses the relationship between extraversion personality traits and three different dimensions of knowledge hiding behaviour (playing dumb, rationalized hiding, and evasive hiding). In addition, the research identifies the impact of extraversion on these dimensions. The purpose of this research was attained through quantitative research methodology. The data was collected from 239 undergraduates through a questionnaire using the snowball sampling technique. Multiple regression model, correlation analysis, ANOVA, and t-test were used as analysis techniques. The findings revealed that undergraduates who aim for academic careers and undergraduates who are female and in their first academic year tend to hide more knowledge. The study also underpinned the relationship and impact of extraversion traits on knowledge hiding dimensions. Very few studies have been conducted to explore the knowledge hiding behavior among undergraduates. Thus, the particular study fills this gap in the literature. To the author's knowledge, this is the first research to explore knowledge hiding behaviour based on the undergraduates' demographic variables. Exploring undergraduates' knowledge hiding behaviour is important as they are the future workforce. This study brings ample practical implications and provides insights for many researchers to further research this area. The researcher believes that the findings will attract practitioners in the education context and organization context to overcome the knowledge hiding behaviour

Keywords: Evasive hiding, Extraversion, Knowledge hiding, Playing dumb, Rationalized hiding

**RESILIENCE AND PERFORMANCE IN THE UNIVERSITIES OF AFGHANISTAN,
AFTER TALIBAN TAKEOVER: THE MEDIATING ROLE OF EMPLOYEES'
RESILIENCE**

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Abstract

The purpose of the article is to empirically test whether employee resilience will mediate the relationship between organizational resilience and organizational performance using the Balance Score Card (BSC) approach for measuring performance. As the resilience construct is still in development, this study aimed a quantitative approach to investigate employee resilience and organizational resilience through a questionnaire adopted from extant literature and organizational performance items based on the BSC approach. Two-stage disjoint approach for formative measures is used to run measurement and structural model in SmartPLS. The results reveal that employee resilience partially mediates the relationship between organizational resilience and organizational performance. Path analysis shows that organizational resilience has a significant impact on organizational performance, explaining that resilient employees make resilient organizations, leading to positive organizational performance in times of turbulence. As the literature on resilience in organizational context develops, this study adds to the theory building and testing on resilience in organizations. Furthermore, organizational resilience as a formative measure and measuring performance through BSC adds more to the novelty of this paper.

Keywords: Balance scorecard, Employee resilience, Organizational resilience, Organizational performance, PLS-SEM

HUMAN RESOURCE MANAGEMENT INSIGHTS IN THE AGE OF COVID 19

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Abstract

The COVID-19 pandemic led to massive changes in the lives of individuals, businesses, and society at large. The global health crisis restrained human interactions where firms had to rethink and reshape the Human Resources Management (HRM) and bring their best to realize organizational goals and objectives. Resultantly, the HR challenges had to address and grab the opportunities which emerged with the pandemic. Being the upfront people leaders during the pandemic, the HR managers play a critical role in ensuring the continuity of businesses while supporting employees to cope with the pandemic. Their capacity for business acumen is urged more than ever due to business uncertainty. In light of that, the present study explores the challenges faced by HR professionals and how they grabbed the opportunities that emerged with the crisis. The qualitative approach led to interviewing HR professionals to disclose their insights on managing HR during the pandemic. Examination of data with the thematic analysis resulted in several HR challenges and opportunities. Commuting to telecommuting, bridging the digital divide, drive-thru the uncertainty, managing the infodemic, and remaining vigilant were among the top pandemic-driven HR challenges. Additionally, HR professionals found hunting for and engaging talents, enriching the talent, sizing the elbow grease, and nurturing the trust challenging in the Covid era. The pandemic bloomed up HR opportunities such as embracing e-HRM, leading the forefront of technology, bolstering wrinkles, and flourishing talents. The theoretical contribution of the study is related to exploring emerging HR issues and adding knowledge to the existing body of understanding where the insights hold value to the HR practitioners in terms of focusing on the white side of crisis via overcoming the challenges.

Keywords: Crisis, Challenges, HRM, Opportunities

IMPACT OF COVID-19 PANDEMIC CRISIS ON EMPLOYEES PSYCHOLOGICAL WELL BEING: A SYSTEMATIC LITERATURE REVIEW

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Abstract

Stress, sadness, and anxiety of employees can lead to decreased job performance and increased absenteeism. Although there is evidence that many common mental health disorders in the workplace are preventable and curable, the working population's use of psychological therapies is low. During this epidemic crisis, identifying the factors that affect the employees' psychological well-being is important in the human context and countries' economic context, as employees are the main asset of each company or sector individually. The psychological behavior of employees has a distinct impact on their job performance. This study aims to review the past literature, determine the factors that affect employees' psychological burden and mitigate psychological burden during this COVID-19. This study would assist policymakers in responding to how to overcome the psychological burdens of the employees during this epidemic crisis. This paper reviews literature from 2018 to present according to PRISMA criteria to identify the findings and gaps in the previous literature, in the areas of factors affecting psychological burden and factors mitigating psychological burden in the COVID -19 pandemic both in Sri Lankan and foreign industrial and service sectors. The finding workload, infection risk, work-related relationships, uncertainty on future, information receiving frequency, and concern towards family were identified as the factors affecting psychological burden. Psychological support at home and office, hobbies, resiliencies, access to healthcare, protective materials, infrastructure, and monetary compensations were identified as the factors releasing psychological burden. Thus, this study highlights the factors that less research has done in the Sri Lankan context regarding factors affecting psychological burden and mitigating psychological burden in this COVID-19 pandemic.

Keywords: Employees, COVID-19 pandemic, Psychological burden

IMPLICATIONS OF JOB-HOPPING ON EMPLOYEES: A CASE STUDY FROM SRI LANKAN SOFTWARE DEVELOPMENT INDUSTRY

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Abstract

This paper explores the implications of job-hopping on employees in the Sri Lankan software development industry and analyzes to which extent job-hopping fulfills the expectations of employees. This study adopts a qualitative methodology with a case study approach and identifies the gap between the expectations and actual gains of job hoppers in light of Tonnquist's model. Job hoppers in the software industry experience salary hikes soon after changing jobs; however, they suffer from long working hours and lack of breaks. Furthermore, the job hoppers would also face problems related to job security and are entitled to insurance and medical schemes while facing issues related to maintaining cordial relationships with managers and their subordinates. On the other hand, job-hopping aids the employees in climbing the career ladder quickly. However, they might encounter problems in performing duties within their capacity due to a lack of power allocation. In addition, the freedom provided for the newly recruited employees might be limited while they face less opportunities for career development. Furthermore, it was evident that employees carefully evaluate the positive and negative implications of job-hopping before deciding to change the job. The findings of this study will aid employees to make effective decisions on changing jobs while HR managers could incorporate these findings when designing retention strategies for employees. Future researchers could explore the implications of job-hopping in different industries such as education, healthcare, etc.

Keywords: Employee implications, Job-hopping, Software development industry, Tonnquist's model

HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE JOB SATISFACTION: EVIDENCE FROM MANUFACTURING SMES IN SABARAGAMUWA PROVINCE, SRI LANKA

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Abstract

Most of the available knowledge in the literature relating to Human Resource Management (HRM) in the context of Small and Medium Enterprises (SMEs) focuses on the lack of HRM practices in SMEs and the effects of HRM practices on organizational outcomes. There is a void in empirical research on the employee outcomes of adopting formal HRM practices in SMEs. This study aims to identify the impact of four selected HRM practices: performance appraisal, employee relations, training and development, and compensation management, on the employees' satisfaction in SMEs in the manufacturing industry operating in the Sabaragamuwa Province of Sri Lanka. Following a positivistic research paradigm and the survey methodology, a structured questionnaire was distributed among a sample of 100 operational level employees working in manufacturing SMEs in the Sabaragamuwa province, Sri Lanka. The sample was selected through convenient sampling. The instrument used valid and reliable measures in operationalizing the two variables of the study: HRM practices (independent variable) and employee job satisfaction (dependent variable). Data was analysed using SPSS software. Findings revealed that all four HRM practices positively impacted on the employee's satisfaction in the selected domain. To our knowledge, this is the first study that tested the impact of HRM practices towards operational level employees' job satisfaction in small and medium manufacturing organizations focusing on Sabaragamuwa Province. Given the budgetary and other constraints that SMEs confronted with, the study suggests optimal HRM practices that an SME may adopt in maintaining a satisfied workforce which are crucial for their sustainability.

Keywords: Employee job satisfaction, HRM practices, Manufacturing SMEs

HUMAN RESOURCE ANALYTICS ADOPTION MODEL IN INDIAN STARTUPS

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Abstract

The purpose of the study is to examine the relevance of Vargas et al., (2018) HR analytics adoption model among Indian startups. The data was collected using a structured questionnaire from founders & managers, and the employees of Indian startups. Structural equation modeling is used to test the multiple mediator models. The results indicate that technological and quantitative self-efficacy determines an individual's attitude toward HR analytics adoption. If the self-efficacy is high, the individual's attitude will be positive towards adopting analytics. Further, the positive attitude coupled with positive social influence and ease of trialability can positively impact the level of HR analytics adoption. This is one of the initial studies that tries to examine HR analytics adoption in Indian startups. Ninety percent of Indian startups have failed within five years of their conception. This study will help the startups deal with one of the biggest challenges of people & talent management.

Keywords: Adoption, Analytics, Human resource, Startups, India

THE INTERVENING EFFECT OF EMPLOYEE ENGAGEMENT ON THE RELATIONSHIP BETWEEN HIGH-PERFORMANCE WORK PRACTICES AND EMPLOYEE JOB PERFORMANCE

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Abstract

The aim of this study was to investigate the intervening role or the mediating role of employee engagement on the relationship between high-performance work practices (HPWPs) and employee job performance. This study is a quantitative study with minimum researcher interference. The type of investigation is correlational in a non-contrive study setting. The time horizon of the study is cross-sectional. The unit of analysis is managerial employees in public listed banks in Sri Lanka. The sample size is 135, and the population is approximately 710. Researchers used non-probability sampling. Data was gathered through a self-directed questionnaire. This study is an attempt to fill a population gap in employee engagement. Employee engagement leads to a high level of employee job performance, which is the dream of any chief executive officer. For that reason, both business and academic worlds have an aspiration to understand the essence of employee engagement. Based on theoretical and empirical justifications, a set of hypotheses were developed. There is a significant relationship between HPWPs and employee engagement. In order to enhance the level of employee engagement, the findings imply that HPWPs need to be used appropriately. It is suggested that the organization should give attention to high-performance work practices, i.e., realistic job preview, pay for performance, and symbolic egalitarianism, which the researchers used for this study.

Keywords: Employee engagement, Employee job performance, High-performance work practices (HPWP), Intervening effect

I AM MY OWN BOSS: EFFECT OF SELF-LEADERSHIP ON FREELANCER'S PERFORMANCE

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Abstract

The purpose of this paper is to explore the role of self-leadership in enhancing the work performance of freelancers through the moderation of perceived organization support and mediating mechanisms of work engagement. Data collected from 384 freelancers, working in India were examined in a moderated mediation model using linear regression and process macro by Hayes. The results of these analyses suggest that the positive relationship between self-leadership and work performance is moderated by perceived organization support and partially mediated by work engagement. Thus, validating the hypotheses, self-leadership has an impact on freelancer's performance, and both perceived organization support and work engagement intervene in the relationship. This study responds to calls to explore the moderation (perceived organization support) and mediating (work engagement) mechanisms through which self-leadership affects the work outcome (work performance) of freelancers. The perceived organization scale has been adapted to the freelancer's context. The findings suggest that organizations need to ensure that freelancers invest their physical, emotional and cognitive energies simultaneously in their work and be highly engaged for greater work performance. This study would also enable organizations to utilize the services of freelancers optimally.

Keywords: Freelancers in India, Perceived organization support, Self-leadership, Work engagement, Work performance

LEADERSHIP STYLE AND JOB SATISFACTION OF ACADEMIC STAFF IN SRI LANKAN STATE UNIVERSITIES

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Abstract

The purpose of this paper is to examine the relationship between leadership styles (Transformational and Transactional Leadership Styles) and the job satisfaction of permanent academic staff of the Sri Lankan state universities. Leadership styles have a stronger effect on the attitude of employees towards their job satisfaction. The role of the leaders in today's higher education institutes has changed, and the success of any sector relies on the leadership styles practised by the leaders. This study adopted a quantitative research approach, and the academic staff members in the management faculties of the state universities in Sri Lanka were considered the sample. Initially, a self-administrated questionnaire was distributed among all 860 academic staff members in management faculties. However, the final sample was 200 academic staff members of management faculties in Sri Lankan state universities. The multiple regression analysis was performed to test the hypothesis and make inferences. The findings revealed that the transformational leadership style has a significant positive impact on job satisfaction, whereas the transactional leadership style has no significant impact on the job satisfaction of academic staff members in the Sri Lanka state universities. This study covers the area which lacks academic research, the impact of the leadership style on the job satisfaction of academics. The study results may contribute to social change by making academics aware of the effective leadership style that promotes higher job satisfaction among university academic staff.

Keywords: Academic staff, Job satisfaction, State universities in Sri Lanka, Transactional leadership style, Transformational leadership style

AN EMPIRICAL STUDY ON ISOMORPHISM AND STAGNATION OF EMPLOYMENT OPPORTUNITIES FOR FEMALE LABOUR FORCE IN SRI LANKA

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Abstract

The study examines Sri Lanka's persistent problem of high female unemployment among working-age women using the concept of Institutional Isomorphism, a central concept in Institutional Theory that explains the phenomenon of organizational homogeneity created as a means of demonstrating compliance with "Social institutions". The researcher used survey as its research strategy. The multiple Linear Regression model had been used to test the impact of Institutional Isomorphism created through the three mechanisms – coercive, normative, and mimetic on Sri Lankan female unemployment. The study bridges an empirical and a theoretical gap with Isomorphism being accommodated for the first time both locally and internationally to assess a research problem of this variety. Subsequently, it was revealed that Isomorphism mechanisms pose a significant threat to female employability from the perspective of unemployed females. The study concludes with recommendations based on its findings, including changes to the country's labour legislation, the elimination of harmful socio-cultural legacies in communities, and revisions to industrial practices that require professionals and the government to respond prudently yet firmly to support female employability.

Keywords: Coercive isomorphism, Female unemployment, Institutional theory, Mimetic isomorphism, Normative isomorphism

HUMAN RESOURCES MANAGEMENT ISSUES IN MANAGING CHANGE DURING MERGERS AND ACQUISITIONS: A LITERATURE REVIEW FROM 2011 TO 2021

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Abstract

This paper provides a comprehensive literature review of Human Resource Management (HRM) issues in change management initiatives during Mergers and Acquisitions (M & A). It covers articles published in leading Management journals for a decade (2011 to 2021) with a view on identifying research streams and proposing areas for future research. Literature review methodology was employed in this paper. Selected journal articles based on research streams are derived from the existing literature. The design is more systematic in collecting and synthesizing previous research, thereby creating a firm foundation for advancing knowledge and facilitating theory development. M & A as part of enterprise change management happens every day and impacts on the size of the investment, control, and integration requirements. It comes with complex HRM issues such as retrenchment, integration of strategies (maintaining benefits and contracts), management of cultural differences, and working within new regulations. The review indicates that while the firms view M & A as thriving tactics, the employees view it as a threat to their employment. M & A are giant, speculative businesses that fail perpetually. Cultures remain the main obstacle to M & A success. This paper addresses a contextual gap in the literature, focusing on identifying different research streams and proposing areas for future research.

Keywords: Change management, Human resources management (HRM), Mergers and Acquisitions (M & A)

TEACHERS' EXPRESSION OF NEGATIVE EMOTIONS AT WORK: THE ROLE OF PERCEIVED STRESSORS AND THEIR IMPACT

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Abstract

Negative emotions at work are a crucial issue. Studies illustrate links between negative emotions and counterproductive workplace behaviour. One key perceived stressor of negative emotions is relationships with people at work resulting in inter-role conflict and emotional strain. Therefore, this qualitative study explores this perceived stressor and the resulting negative emotions. Public schools in the Greater Male' Region were included, and random sampling was applied. Semi-structured one-on-one interviews were conducted on 26 respondents from 13 schools. The questions were structured on the main attributes identified through the literature review. Using NVIVO, the responses were classified into themes and subsequently into broad patterns. As opposed to literature, suppression is not the dominant strategy teachers use for expression; rather, it is to assess and discuss afterward with their supervisors and coworkers. Maintaining the status quo and the criticality of incidents were often cited as a key cause of suppression. A strong correlation was identified between tenure in a single school and the likelihood of expressing negative emotions, which were often moderated by rapport with the supervisor. The findings will help the key stakeholders to understand and address the sources of perceived stressors and the resulting negative emotions. Otherwise, these factors could have harmful impacts on the students, coworkers, and the community.

Keywords: Counterproductive work behaviour, Negative emotions, Perceived stressor, Teachers

IDENTIFYING WORK-LIFE CYCLE AND THE MEDIATION EFFECT OF WORK-LIFE BALANCE ON PSYCHOLOGICAL EMPOWERMENT AND JOB SATISFACTION

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Abstract

This empirical study was to identify the statistical evidence to establish Work-lifecycle and the mediation effect of Work-Life Balance on the relationship between Psychological Empowerment and Job Satisfaction. For this purpose, female middle management level bank employees were selected as the sample population due to the intense, stressful work environment in the banking industry. The target group for the study was limited to 300 middle management female bank employees from the Western, Central, and Southern provinces of the island due to time and accessibility constraints. The data was collected using the cluster random sampling of probability sampling method. The objectives of the study were established with the acceptance of all hypotheses, i.e., the positive correlations between *i*) Psychological Empowerment and Job Satisfaction, *ii*) Psychological Empowerment and Work-Life Balance, *iii*) Work-Life Balance and Job Satisfaction, and *iv*) The mediation effect of Work-Life Balance on the relationship between Psychological Empowerment and Job Satisfaction. Correlations were identified by Pearson correlations and the mediation effect by the Sobel test results. These interrelations among dependent and independent variables identified the Work-Life Cycle of an employee, the cyclical or interdependent nature of the variables, while the mediation effect identified the impact of work-life balance on the association of psychological empowerment and job satisfaction relations. This finding is crucial in the work-life balance literature in identifying the statistical evidence to fill the gap of the linkage of work-life balance with psychological empowerment and job satisfaction. This finding is an eye-opener in employer's expectation of worker's productivity optimizations in a performance context, especially of female bank employees and employees to achieve satisfaction in their life balance with work commitments and personal obligations.

Keywords: Job satisfaction, Psychological empowerment, Work-life balance, Work-life-cycle

MODERATING EFFECT OF WORK-LIFE BALANCE ON THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE HAPPINESS

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Abstract

This study is a systematic and scientific attempt to identify the moderating effect of the work-life balance of employees on the relationship between human resource management practices and employee happiness in the travel trade industries in Sri Lanka. The data was gathered from 379 Travel Trade employees under the survey strategy using a self-administered and structured questionnaire. Human resource management practices are considered the independent variable, employee happiness is the dependent variable, and work-life balance is considered a moderator variable while developing the conceptual framework. Two hypotheses were developed based on the theoretical and empirical accounts with regard to employee happiness. Accordingly, it was substantiated that there is a positive and significant relationship between Human Resource Management Practices and Employee Happiness. The Work-Life Balance significantly moderates the relationship between Human Resource Management Practices and Employee Happiness. The findings are significant in adding new knowledge to the literature and provide grounds to inquire about the importance of Human Resource Management Practices and Work-Life Balance in explaining the deep understanding of Employee Happiness.

Keywords: Employee happiness, Human resource management practices, Work-life balance

EXPLORING THE EXPECTATIONS OF HR PROFESSIONALS AMID THE COVID-19 PANDEMIC IN SRI LANKA

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Abstract

The COVID-19 pandemic has disrupted all businesses, creating a challenging environment for Human Resource (HR) professionals. Although the subject of HR professionals' expectations from their workplace has been thoroughly examined in other countries of the world, there is limited literature regarding the expectations of HR professionals concerning the COVID-19 pandemic in the Sri Lankan context. Therefore, the study aims to explore the expectations of HR professionals in Sri Lanka from their workplaces during the COVID-19 pandemic. The researchers applied the qualitative research approach and conducted sixteen (16) semi-structured interviews with HR professionals in Sri Lanka using the snowball sampling technique. The thematic analysis was applied to analyze the qualitative data gathered from semi-structured interviews. According to expert interviews, HR professionals in Sri Lanka expect to work in an on-premises and hybrid work culture. If the transformed work culture continues, they expect more for work-life balance practices, crisis management practices, financial incentives, career progress, and Work From Home (WFH) resources. The findings of this study will be beneficial for policymakers when implementing policies in the field of Human Resource Management (HRM). The study implies that, as a solution to current and future crises, organizations should develop crisis management practices and new policies for hybrid work models with the collaboration of HR professionals.

Keywords: COVID-19, Expectations of human resource professionals, Human resource management, Human resource practices

EFFECT OF TELECOMMUTING ON WORK LIFE BALANCE OF WORKING MARRIED WHITE-COLLAR WOMEN EMPLOYEES: SPECIAL REFERENCE TO FIVE APPAREL COMPANIES IN EXPORT PROCESSING ZONE, KATUNAYAKE

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Abstract

The global demand for telecommuting has increased rapidly with the Covid 19 pandemic. In the “new normal” scenario, most of the employees are telecommuting, affecting the work-life balance of the employee, predominantly female married employees. This study is essential for raising awareness about telecommuting and its impact on the work-life balance of married working women in the new normal. In Sri Lanka, it is a leading concept, so there is the least number of research on telecommuting. Also, there was a limited understanding of how women telecommuters balance their work and personal lives. The researcher has used a quantitative approach though there was qualitative research in this area. The questionnaire was distributed among 125 female married white-collar employees in selected apparel companies. The non-proportionate stratified random sampling technique was used for sample selection, and multiple regression analysis was used to prove the hypothesis. The majority of the respondents are at the top management levels. As per the findings, having autonomy and control allows employees to balance job requirements and household requirements. Also, time management and household characteristics positively impact work-life balance while techno-stress negatively impacts on work-life balance. There was an inadequate understanding of how women telecommuters balance their work and personal lives.

Keywords: Telecommuting, Work-life balance, Apparel sector

SUSTAINING EMPLOYEE ENGAGEMENT DURING THE COVID-19 PANDEMIC

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Abstract

According to the World Health Organization's risk assessment research, COVID-19 poses a very high danger on a worldwide scale. New HR practices were created to answer the challenges presented during the epidemic because Human Resources (HR) plays such an important role in balancing employee protection and organizational success. Even if HR procedures were implemented to react to challenges that arose during the epidemic, organizations must assess the impact on employee engagement. The main purpose of this study is to explore the factors influencing sustaining an adequate level of employee engagement. This study is qualitative and structured interviews were used to gather primary data. The study population is the executive-level employees in a selected bank. The researchers conducted thirty interviews with executive-level employees, and Word Frequency Analysis was conducted using Word Clouds for qualitative analysis to achieve the objective. Firstly, the analysis shows that the decentralization, flexibility, transport arrangements, IT facilities, work flexibility, disaster resilience plan, recognition of employees, empathy, stress, communication, tackle issues as strategies that the HR Department could use to sustain employees' engagement during COVID-19.

Keywords: Covid 19 pandemic, Employee engagement, HR practices

MARKETING MANAGEMENT

AN EMPIRICAL STUDY OF THE EFFECTIVENESS OF MEME-MARKETING IN IMPROVING ONLINE CONSUMER ENGAGEMENT IN SRI LANKA

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Abstract

In an era where internet memes are highly influential in swaying public opinion, and there is limited research on the concept, this study investigates the effectiveness of meme marketing as an approach for brands to improve online consumer engagement in Sri Lanka. Through a combination of qualitative and quantitative data collection (four expert interviews/ 187 survey responses) and examination of existing literature, the study focusses on; a) topicality, humour, creativity, and relatability as factors that make memes effective, b) the extent to which meme marketing is utilized in Sri Lanka, c) attitude of millennial social media users towards memes, and d) whether it could be an effective tool for brands to cultivate consumer engagement. The research provides insight on experiences of digital content experts and the attitude of consumers towards meme-based advertising, finds a positive correlation between meme marketing and consumer engagement, advantages and potential in the use of memes for brands with essentially playful personas, and potentially damaging effects for brands with more formal personas. The results of the study are significant for decision-making in strategic marketing for brand management, especially in relation to evolving trends.

Keywords: Consumer engagement, Content marketing, Memes, Meme marketing, Social media

CUSTOMER COOPERATION AND ORGANIZATIONAL SUPPORT IN THE ADOPTION OF SELF-SERVICE TECHNOLOGIES

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Abstract

Traditional service encounters have been transformed by technological advancements into Self-Service Technologies (SSTs), in which customers are expected to perform services independently. Customer collaboration with SSTs and organizational support determine how quickly these technological interfaces are adopted. Since the existing literature does not adequately explain this phenomenon, this study explores cooperative customer behaviour at SSTs and investigates customer perceptions of organizations' support for SST adoption. It also seeks to distinguish distinct customer experiences based on customer cooperativeness and the organization's support. To accomplish the research objectives, a qualitative approach was used, conducting semi-structured interviews with 25 SST users from a range of demographic backgrounds. The analysis was conducted using a thematic approach. This study identified five critical customer cooperative behaviours at SSTs: adhering to fundamental requirements, accepting terms and conditions, accepting responsibility, changing habits, and tolerating failures. Additionally, the study identified four distinct customer experiences based on the extent to which customers cooperate with SSTs and the organizational support they receive: Tired experience, pleasant experience, Distressed experience, and Inoperative experience. The study contributes new knowledge by identifying consumer cooperative conduct in SSTs, a phenomenon that is rare in the previous literature, and contributing to the marketing theory by developing a typology to explain customer experience in SSTs based on customer cooperation and organizational assistance. Businesses can leverage this expertise to effectively foster consumer cooperation and deliver exceptional customer experiences through self-service technologies.

Keywords: Customer cooperation, Self-service technologies, Organization support, Customer experience

GEOGRAPHICAL INDICATION (GI) STATUS ON PRODUCT POSITIONING: A CUSTOMER PERSPECTIVE ANALYSIS OF GI TAGGED FRUITS IN KERALA, INDIA

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Abstract

Today's market is highly competitive. Thus, the marketers and producers are using different strategies to thrive in this rivalry. A geographical indication status is a form of intellectual property right given to a particular product of unique features and known by its place of origin. This research is intended to understand whether GI Tag can be used as a marketing tool to position the product in the mind of customers and to understand their buying behaviour towards GI tagged fruits (Vazhakulam Pineapple and Chngalikodan Nendran Banana) in Kerala. This study is descriptive, and 80 samples were selected from Thrissur district using the purposive sampling method, who have awareness and purchased GI tagged fruits in Kerala. It was mainly based on primary data, which is collected through questionnaires. The responses collected from them were analyzed by percentages, one sample t-test, and Linear regression analysis using SPSS. The results revealed that the GI tag would create a positive image in the mind of customers and make them ready to purchase the product at a premium price due to its peculiar features. It is beneficial to the producers to know whether the GI tag can be used as a marketing tool for product positioning.

Keywords: Buying behaviour, Geographic indication, Marketing tool, Product positioning

PRIVATE HEALTH INSURANCE PATIENTS' SATISFACTION TOWARDS SERVICE QUALITY IN MULTISPECIALTY HOSPITALS, CHENNAI

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Abstract

The study determines the impact of clinical, non-clinical factors, the satisfaction of patients towards patient loyalty with the hospital. 'Patient loyalty' in the study is referred to as the willingness of patients to refer the services of the hospital to another patient, colleagues, friends, etc. The Health Insurance Patients' experience and satisfaction are subject to the amount approved by the Insurance Companies. When discrepancies arise between the final bill of the hospital and the amount approved by the Insurance companies, it leads to dissatisfaction. Hence, the study on patient satisfaction and loyalty is a critical criterion for evaluating the quality of care and the performance of healthcare facilities. A descriptive survey design was used on the sample of 98 inpatients using a structured close-ended questionnaire. The study found that service quality of non-clinical factors had a significant positive influence on patient loyalty towards the hospital. It is definite that all hospitals will provide appropriate clinical services to the patients as required. Clinical services are experienced by the patients, but non-clinical services are experienced by the patients and their attendees as well. The findings reveal that non-clinical factors had a more significant impact on patient loyalty to the hospital. Therefore, hospital management should focus on non-clinical factors which could increase the patient experience and loyalty towards the hospital. This study is one among the very few to consider clinical and non-clinical factors influencing patient satisfaction.

Keywords: Healthcare organizations, Patient satisfaction, Clinical, Non-clinical

HOW COMPETENCY MARKETING INFLUENCES SME SECTOR: A MIXED-METHODS APPROACH

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Abstract

Small and Medium Enterprises (SMEs) have been facing huge competition from national and international firms. At the same time, they need to innovate all the systems to sustain in the competitive market. SME's have a severe need to develop proper and appropriate competencies for marketing to face the challenges. This study explores the factors of competency marketing for the SME sector in Sri Lanka. A mixed-methods approach is adopted for this study. The population of the study is the SMEs in Northern Province. Initially, twenty-five SMEs were selected for this research study using snowball sampling. In-depth discussions were conducted with the interviewees. The thematic analysis method was conducted to identify the competencies of SMEs. Nineteen factors were identified by using thematic analysis, and it was categorized into six dimensions as knowledge itself, accumulated knowledge, communication competency, judgmental competence, joint innovation competence and absorption competence. Under the quantitative method, the questionnaire was developed to identify the dimensions of competency marketing. 436 questionnaires were received back out of 450. The study revealed four dimensions of loading structures of competence marketing, viz experiential knowledge, joint innovation competence, absorption competence, and judgmental competence. Experiential knowledge competence contributes high, whereas judgmental competence contributes low in order to SMEs on marketing competencies. SME owners need to consider accomplishments, capabilities, interactions, two-way communications, and qualifications. Joint innovation competence should focus more on the new production process and new product process. Adoption of new technology in the current changing world is more important for every SMEs. Ever-changing business atmosphere will trigger the business to focus more on judgmental competency.

Keywords: Absorption competence, Competency marketing, Experiential knowledge, Joint innovation, Judgmental competence

IMPACTS OF THE CORONAVIRUS PANDEMIC ON MARKETING AND SALES OF OIL/GAS IN NIGERIA

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Abstract

Covid-19 poses unpredicted and unexpected consequences, which has changed business practices. Commensurate with these, the study aims to evaluate the impact of Covid-19 on the marketing and sales of oil and gas industry in Nigeria. The study adopted the pragmatic approach of a mixed (hybrid) research method where both qualitative and quantitative data collection and analysis were performed. Three government agencies were selected for analysis for the study. 15 in-depth interviews and 132 semi-structured questionnaires produced for the raw data analysis. A thematic analysis was devised for the qualitative data, while quantitative data was analyzed using regression and correlation analysis. Major themes that emerged during the qualitative data analysis were low foreign income, low oil production, and oil sale management, which attest to the conceptual framework of the study. Further, hypothesis testing showed a significant relationship between Covid-19 and oil and gas sales and marketing mediated by budget performance and foreign exchange earnings. Even though some scholars and institutions have made research attempts to address covid-19 to date, no study has evaluated the impact of Covid-19 on the marketing and sales of oil and gas in Nigeria, a study gap which this research attempted to fill. Thus, the study is the first of its kind of research conducted related to the gas and oil industry in the Nigerian context. This study recommended that the marketing efforts of the Nigerian government for oil and gas can be improved to include other countries other than their current trade partners to ensure a buffer when major trade partners are down. Also, that Nigeria can further improve its oil and gas sales potential by adequate investment in refining crude oil.

Keywords: Coronavirus, Marketing, Mixed methods, Oil industry, Sales

CONVERGING THE ATTRIBUTES OF FIRM GENERATED CONTENTS (FGC) AND USER-GENERATED CONTENTS (UGC) IN SOCIAL MEDIA

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Abstract

Social media has transformed traditional unidirectional communication into multidirectional communication in which everyone can participate and engage actively. As a result, the firm-generated content (FGC) and user-generated content (UGC) in social media have become very powerful in building and maintaining organizational brands. Under such a phenomenon, this theoretical paper aims to converge the attributes of FGC and UGC in social media. The methodological approach of this paper adopts theoretical development based on a systematic literature review research, subsequently developing testable research propositions. Five prominent marketing journals were selected for the systematic review between 2010 and 2021. The study develops four research propositions based on the commonly shared attributes of FGC and UGC, such as motivation to build the brand (P₁), trust-building (P₂), engagement (P₃), and relationship building (P₄). To date, no research has emphasized the combined element of FGC and UGC. In response, this theoretical research contributes to extant knowledge by understanding the shared relationship between FGC and UGC. Further, the current study aids in understanding how branding strategy and social media strategy need a collective approach in an organization. Although users and organizations are active in social media for diverse motives, it is vital for organizations to understand commonly shared attributes to manage their branding strategies. Further, the study sheds light on contemporary organizations to align social media strategy, which needs a reciprocal approach for better reaching the audience.

Keywords: Attributes, Firm generated content, Social media, User-generated content

IMPROVING CHILDRENS' ORAL HYGIENE HABITS IN SRI LANKA VIA GAMIFICATION

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Abstract

The researchers seek to provide a gamification model that will help children of Sri Lanka to improve their oral hygiene habits, thereby acting as a change agent to influencing adults' behaviours to have good oral hygiene habits. The nature of the study was a multi-method due to its complexity. The study took place within 13 weeks, where data was collected from 50 families in a longitudinal manner in a natural environment. Both descriptive statistics & quantitative methods were used to analyze the data. This paper provides an overview of the various design options relating to Gamification. We believe that expedient designs need to consider all four clusters identified in our study: System Design, Challenges, Rewards, and Social Influences. Our findings suggest that the presence of many interdependencies enables and amplifies the effectiveness of Gamification. Our elements should be of particular interest since they show the comprehensive potential to motivate children in general through the application of gamification. Organizations should not see gamification as a 'magic bullet' for end-user motivation but as a means that has to be carefully and deliberately integrated into the model to support a motivational culture that would prompt sustainable behavior. As per the best of the authors' knowledge, this is the first time that the concept of gamification is studied in Sri Lanka.

Keywords: Oral hygiene, Gamification

DO WHATSAPP STICKERS FORM EXTENDED-SELF AMONG YOUNG ADULTS? MEDIATING ROLE OF IMPRESSION MANAGEMENT

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Abstract

Young adults, being digital natives are increasingly using graph icons (graphical icons), i.e., emoticons, stickers, etc., in their daily communications, particularly on smart mobile devices. The purpose of this study is to understand why young adults use WhatsApp stickers. Also, the study aims to understand the relationship between sticker usage in WhatsApp and extended-self along with the mediating role of self-promotion and ingratiation. Based on the literature review, a conceptual model is developed. A pilot study using the survey method was done to test the model. A total of 35 responses were collected from young adults in the age group of 18 to 35 years living in India. PLS-SEM was used to analyze the data. The results indicate that sticker usage on WhatsApp by young adults leads to the formation of extended-self, and the relationship is mediated by self-promotion and ingratiation. The study posits that sticker usage in virtual communication leads to extended-self. We contribute to the theory of extended-self in the context of computer-mediated communication. The mediation can be explained by drawing from impression management theory. This study can help managers of instant messaging application companies understand sticker usage, a competitive advantage. The use of stickers, which are unique to each application, can be pivotal and can enhance the stickiness of the instant messaging app. The switching cost will increase with the higher sticker usage.

Keywords: Extended-Self, Ingratiation, Self-promotion, Sticker, WhatsApp

SUPPLY CHAIN MANAGEMENT

ASSESSING THE SUSTAINABILITY PERFORMANCE OF SOCIAL PRACTICES IN MANUFACTURING SUPPLY CHAINS

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Abstract

Real sustainability encompasses three dimensions, i.e., economic, environmental, and social, and these three dimensions are commonly termed as Triple Bottom Line. Since the main objective of business organizations is profit maximization, economic sustainability can be identified as the widely considered dimension of sustainability. Many scholars have carried out their studies giving major attention to environmental and economic practices, and thus far, the social pillar has been received less consideration in literature, especially in developing countries. Therefore, the present research study makes an effort to investigate the extent of social practices used by manufacturing companies and assess sustainability performance in order to social sustainability practices followed by manufacturing companies. To address this issue through a quantitative study, data was collected using a questionnaire survey from 88 apparel manufacturing companies in Sri Lanka. A PLS structural equation modeling was used to analyze the data. Findings indicate that both internal and external social sustainability practices positively impact on all sustainable performance, i.e., economic, environmental, and social. Further external social sustainability practices show a relatively higher impact on firm performance. Social practices as a dimension of sustainability enable organizations to motivate their employees, satisfy their customers, and gain goodwill among the general public. Since the contribution of people is essential to achieve all triple bottom line performance, social practices can play a vital role in motivating the personnel to get their contribution for achieving sustainability goals in supply chains.

Keywords: Social practices, Sustainability performance, Triple-bottom-line

ENHANCING SUPPLY CHAIN AGILITY THROUGH BUSINESS INTELLIGENCE

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Abstract

While prior studies have acknowledged positive influence of Business Intelligence (BI) and analytics on supply chain management, there has been limited research regarding the role of BI in supply chain agility, especially in pharma and engineering organizations in India. There is a need to explore the contributions of BI systems in enhancing supply chain agility in business operations. This paper analyses how BI capabilities affect firms' supply chain agility through BI-enabled information. The proposed model was tested using statistical data from 180 business managers using BI for operational decisions and supply chain management. The data was analyzed using SPSS and AMOS structured equation modeling software. Most managers agree that timely and effective decision-making is essential to supply chain agility and that BI driven information quality plays an important role in the process. Our study confirms a positive and significant relationship between BI systems, information quality, and supply chain agility. The paper contributes to the literature on BI based information systems and demonstrates how BI capabilities positively influence supply chain agility. This study helps to understand how BI-enabled information help in enhancing supply chain agility through timely and effective decision-making. The findings can guide business managers in implementing effective BI systems and making the best use of the data to enhance organizational agility and performance.

Keywords: Agility, Business intelligence, Decision making, Information quality, Supply chain, Organizational culture

Green Drivers, Initiatives, and Performance: A Systematic Review

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Abstract

Despite the upsurge of green supply chain management and the growing level of interest, a comprehensive study to evaluate the relationship of green drivers-initiatives and the relationship of initiatives-performance and the factors moderating the two relationships are still missing in the literature. This study aims to provide a systematic review about green drivers, green initiatives, and the performance in the third-party logistics industry, and the factors affecting the green driver-initiative and initiative-performance relationships to analyze the advances of the literature on the topic. The study has collected data from Science Direct, Emerald, Google Scholar, Springer, Inderscience, EBSCO, ISI Web of Science databases and objectively selects 58 papers and conducted as metadata analysis searching through keywords. The results of the systematic review aim to fill the existing gap by using publications related to green drivers, initiatives, and performance in the third-party logistics industry in the last decade. In addition, this study presents insights into the conceptual development of factors that moderates the driver-initiative and initiative-performance relationships. This study finds a drastic growth of publications on green supply chain management in the third-party logistics industry due to the growing contribution of emissions of greenhouse gases by the freight and logistics industry to the global emissions. This study provides a comprehensive conceptual framework of green driver-initiatives and green initiative-performance relationships and the moderating factors to the two relationships accordingly. These findings and future research directions will open new ventures to research in this discipline.

Keywords: Drivers, Initiatives, Moderator, Performance, Third-party logistics

FACTORS AFFECTING THE PERFORMANCE OF THE PICKERS IN THIRD-PARTY LOGISTICS WAREHOUSES IN SRI LANKA: A SYSTEMATIC REVIEW OF LITERATURE

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Abstract

Since organizations choose to outsource supply chain functions to a third-party logistics (3PL) provider, most of the firms in Sri Lanka outsource their supply chain functions with warehousing, which is the most outsourced function that handles their inventories. Order picking is the most expensive operation in a warehouse in which it is worth identifying the factors affecting the performance of pickers. This paper reviews the relevant literature on three main areas: third-party logistics providers in Sri Lanka, the picker and order picking process, and employee performance. The paper further analyzes the findings of the past literature and gaps existing in the literature. Two categories of studies have been evaluated in this paper in which the employee-related factors and the warehouse-related factors were analyzed. Most of the papers that investigated employee performance have been focused on leadership, motivation, and financial reward, while the papers that analyzed the order picking process have been focused on storage assignment, routing, and order batching. The importance of identifying the factors affecting the performance of pickers in 3PL warehouses in Sri Lanka in both employee-related factors, warehouse-related factors, and management-related factors together is shown in this study. Future researchers are recommended to study further the performance of pickers under three main factors: picker-related factors, management-related factors, and warehouse environment-related factors.

Keywords: Order picking, Picker performance, 3PL warehouses

FACTORS DETERMINING THE EFFECTIVENESS OF OUTSOURCING: EVIDENCE FROM SRI LANKAN APPAREL SECTOR

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Abstract

Organizations have progressively turned into outsourcing process during the past two decades in order to enhance operational efficiencies. Improvements in the production and manufacturing processes are crucial for organizations for the survival in the competitive marketplace. Outsourcing has been a widespread business strategy in the global Textile and Apparel Industry. Prior researchers have studied outsourcing in various contexts. The current study aims to identify the factors determining the effectiveness of outsourcing in the apparel sector of Sri Lanka. The research was conducted using a qualitative research method and employed non-probability convenience sampling to gather data. The primary data was collected through seven in-depth interviews from senior executives and managerial level employees of several leading companies in the Sri Lankan Apparel Industry. The study adopted thematic analysis, and the findings revealed four main themes: the quality of the product, labour cost, lead time, and responsibility. These findings can be used as a benchmark to analyse the effectiveness of the current outsourcing strategy within apparel organizations. Moreover, research findings provide guidance to practitioners regarding the key components to focus on when selecting outsourcing parties and managing outsourcing relationships.

Keywords: Apparel industry, Labour cost, Outsourcing, Quality

THE GREEN SUPPLY CHAIN MANAGEMENT PRACTICES ON SOCIAL SUSTAINABILITY PERFORMANCE OF APPAREL INDUSTRY IN SRI LANKA

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Abstract

This study mainly focused on investigating the level of green supply chain management practices (GSCMP): *environmental corporation (EC)*, *green purchasing (GP)*, *corporation with customers (CC)*, *eco-design (ECO)*, and *green transportation & reverse logistics (GTRL)* adoption and identify the impact of GSCMP on social sustainability performance (SSP) in the apparel industry in Sri Lanka. When reviewing previous studies, the researcher identified that less research attention had been given to SSP. All apparel organizations in Sri Lanka identified as the population is 350. A convenience sampling technique was used to select a sample of 180 respondents. The time horizon of the research is cross-sectional. A structured questionnaire was used to collect data and statistically was analyzed using the Pearson correlation liner regression analysis by SPSS. The findings of this quantitative study reflected that GSCMP were in the initial implementation stage, and SSP was considered as a relatively significant one in the apparel industry in Sri Lanka. The correlation findings indicated a positive, strong, and significant relationship between GSCMP and SSP. Regression analysis indicated that there was a positive significant impact of GSCMP and SSP (EC = 0.854, GP = 0.875, CC = 0.921, ECO = 0.819 , GTRL = 0.899). This study contributed to a better understanding of the links between GSCMP and SSP while making several compelling contributions by providing theoretical insights and empirical findings from the Sri Lankan perspective. It is recommended to adopt GSCMP for the apparel industry in Sri Lanka, expecting to improve their SSP.

Keywords: Apparel industry, GSCMP, SSP

BARRIERS FOR IMPLEMENTING REVERSE LOGISTICS IN SUPPLY CHAINS IN COUNTRIES WITH DEVELOPING ECONOMIES: A SYSTEMATIC REVIEW OF LITERATURE

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Abstract

Reverse logistics has become a significant green supply chain management practice and has attracted the attention of many researchers. Implementation of reverse logistics in any supply chain is challenged by contrasting barriers with diverse implications on the supply chain, hindering reverse logistics performance. Numerous studies have been carried out under diverse contexts to identify and analyze barriers. However, the majority of these studies are based on the contexts of developed countries, and only a few studies have been found from the context of countries with developing economies. It was identified that a research gap exists in identifying and evaluating the barriers for reverse logistics from the context of developing countries. To address the research gap, this paper identifies and analyses the occurrence of critical barriers reported by the studies from the developing countries and provides a comprehensive summary of frequently highlighted and prioritized barriers from those studies. The paper identified that every developing country has a similar set of critical barriers under the identified barrier domains: knowledge and awareness barriers, technology and infrastructure barriers, economic and market-related barriers, legal and policy barriers, and management-related barriers. The barriers were classified as internal and external barriers, and through the evaluation, it was recognized that firms should tackle their internal barriers first to implement return management. Through identified barriers, the paper has presented a conceptual model including key factors to be considered when implementing reverse logistics providing valuable insights for future studies on reverse logistics.

Keywords: Barriers, Reverse logistics, Solution approaches, Strategies, Supply chain management

DRIVERS FOR THE SATISFACTION OF THIRD-PARTY LOGISTICS CUSTOMERS IN SRI LANKA: MANUFACTURERS' PERSPECTIVE

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Abstract

The Asia Pacific region is the world's largest Third-party logistics (3PL) market and the fastest-growing. Sri Lanka is placed 94th out of 160 countries in the World Bank's Logistics Performance Indicator (LPI) for 2018, indicating a need to enhance the quality of its logistics services. One aspect that might help to improve the quality of logistics services is the performance of 3PL service providers. The paucity of studies in this area has magnified the need for more studies. Accordingly, the key objective here is to figure out the main drivers for customer satisfaction in 3PL market in Sri Lanka. The study used the systematic literature review and expert opinions to identify the drivers for 3PL market in Sri Lanka. Quantitative methodology was applied, where 130 registered logistics companies in Sri Lanka were chosen as the sample using the purposive sampling technique. A structured questionnaire was used to collect data, and data were analyzed using factor analysis. Accordingly, seven factors (service quality, mutual trust, IT capability, flexibility, service recovery, reputation of 3PL providers, and information sharing) have been explored, which can explain about 61% of the variance among indicators. Further, Pearson correlation and linear regression analysis were used to analyze the data by SPSS. Results indicate that the reputation of 3PL providers, information sharing, and service quality are the significant drivers on 3PL market, whereas IT capability, service recovery, and flexibility are insignificant drivers. It is commonly accepted that local firms may improve their international competitiveness by utilizing logistics to create value, and findings of this study would be beneficial for such an objective.

Keywords: Third-party logistic (3PL), Customer satisfaction, Drivers, Sri Lanka

TOURISM AND HOSPITALITY MANAGEMENT

TOURIST DESTINATION RISK PERCEPTION: THE CASE OF SIGIRIYA, SRI LANKA

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Abstract

The tourism industry is highly influenced by external extortions such as global political disputes, diplomatic relations, natural disasters, outbreaks of disease, and economic crises. Consequently, the risk element has a paramount impact on both the destination selection process of tourists and their revisit intention. Thus, the tenaciousness of the risk perception of tourists towards a destination is beneficial for the prosperous management of the destination. The study investigates the impact of travellers' perceived risk, and five hypotheses were developed using the dimensions (Socio Psychological risk, Time risk, Physical risk, financial risk, and performance risk). Revisit intention is measured based on scales used by previous scholars. The study approach is quantitative, and a sample of 100 respondents were selected randomly. Correlation and regression analyses were applied, and the results revealed that perceived time risk, physical risks, financial risks, and performance risk have a negative impact on revisit intention of tourists while physical risk contributes highest in determining to revisit intention. Further, the socio-psychological risk does not significantly impact revisiting intention to Sigiriya. Accordingly, minimizing the perceived risk through; augmenting the aliment security, endowing the opportune ascendant entities to evade robbery and grabbing, improving the efficiency of the ticket issuing officers, establishing price standards for ingress tickets, Improving the quality of public transportation services, minimizing traffic flow, managing the tourism carrying capacity of the destination is highly acclaimed.

Keywords: Perceived risk, Revisit intention, Sigiriya, Tourism industry

DIGITAL NOMAD TOURISTS: THE ANTICIPATED POSITIVE AND NEGATIVE IMPACTS OF THEM ON SRI LANKA DURING POST PANDEMIC SITUATION

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Abstract

Digital nomad tourists are subject to intense attention, especially during the Covid-19 pandemic as a new type of tourists. Sri Lanka Tourism Development Authority recently announced that efforts will be put towards attracting digital nomads to the country as a tactic of surviving the economic downfall caused by the pandemic. Considering this fact, this research was carried out with the aim of assessing possible positive and negative impacts under economic, socio-cultural, and environmental aspects when promoting Sri Lanka to the given market group. The qualitative approach was adopted in the present research. It was focused on the Sri Lankan context while considering the practices of other destinations in terms of digital nomad tourism. The sample consisted of 15 participants selected through the non-probability purposive sampling technique. Primary data was collected from these 15 participants, including 5 sociologists, 5 economists, and 5 environmentalists, through structured interviews via online applications. Furthermore, Information contained in literature from different perspectives about digital nomad tourists were accessed and processed as secondary data to find the answers for the given research problem. The thematic content analysis technique was used in the present study. This study enabled the space to broaden the view of possible impacts of activities of digital nomads in Sri Lanka according to different perspectives. It was expressed that digital nomad tourism could bring many benefits in the base of economic, socio-cultural, and natural traits also, it could also bring negative impacts. The findings of this study could be taken into consideration to make policies, might attract the tourism planners and the policymakers to effectively implement digital nomad tourism profitably with the understanding of the positive and negative impacts.

Keywords: Digital Nomads, Impacts, Sri Lanka, Tourism

IMPACT OF COVID-19 ON BALANCED SCORECARD: EMPIRICAL EVIDENCE FROM TOURISM SECTOR IN SRI LANKA

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Abstract

This study aims to examine the impact of COVID-19 on the tourism sector of Sri Lanka. There is a dearth of studies that have used a Balanced Scorecard (BSC) to assess the impact of COVID-19 on the tourism industry. The impact of COVID-19 on performance is measured by developing a BSC including financial, customer, learning and growth, and internal business indicators. This study collects primary data using 100 completed questionnaires. Initially, the reliability and validity of the questionnaires are ensured and conducted the descriptive analysis to measure the performance impact. In addition, due to the lack of normality in this study, the Kruskal Wallis test was performed to analyze the difference of performance between the number of employees, star ratings, and the number of years in existence. The findings revealed that there is a high-level impact on all performance indicators. In addition, the impact of COVID-19 does not change according to the number of employees and the star rating but there is a difference in financial performance with the number of years in existence. The findings of this study create the BSC to assess the impact of COVID-19 on the tourism industry, which adds new knowledge to stakeholder theory. The methodology, findings, and recommendations of the study are academically and professionally significant for a variety of hotel sector firms, tourism boards, and policymakers.

Keywords: Balanced scorecard, COVID-19, Stakeholder theory, Tourism

ENVIRONMENTALLY RESPONSIBLE BEHAVIOR IN TOURISM: A SYSTEMATIC REVIEW OF LITERATURE USING SCIENTOMETRIC ANALYSIS

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Abstract

The purpose of this paper is to explore how literature shapes environmentally responsible behaviour (ERB) in tourism and how it connects with various research themes from 1990 to 2021. A total of 1086 articles are systematically screened out from Scopus and analysed using VoS Viewer and R bibliometrix packages. Initially, a descriptive analysis is used to understand the distribution of journals, authors, documents, and countries in developing the research field. Further, a scientometric analysis is used to identify the influence of the publications according to the research theme. Emerging themes and intellectual structure are mapped using various bibliometric methods. Key research themes that emerged are (i) ERB contributing to sustainable tourism, (ii) role of environmental knowledge, sensitivity, attitude, and place attachment shaping ERB, (iii) social responsibility and perceived value influencing ERB (iv) ERB contributing to destination image and quality. USA, UK, and Spain have emerged as the leading countries in publishing articles. Finally, research gaps and scope for future research are discussed. This paper combines the literature of ERB and tourism using scientometric analysis to construct data and network visualizations. It also signifies the role of ERB in tourism. This study contributes to researchers by calibrating research themes of ERB in tourism and helps researchers to get a bird's eye view of current research themes and emerging trends. Policymakers can understand the demand for environmental awareness and training to promote ERB at tourism destinations.

Keywords: Bibliometric, Environmental responsible behavior, Tourism review

FORECASTING FOREIGN GUEST NIGHTS IN GRADED ACCOMMODATION ESTABLISHMENTS IN SRI LANKA

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Abstract

With 65616 square kilometers surrounded by the blue Indian Ocean on all sides, Sri Lanka is an amazing island located towards the south of India. The lush green tropical forests, scenic beauty, folklore, history, and rich culture have been attracting tourists for centuries. Hospitality is an important part of the tourism industry and includes transportation, accommodation, and entertainment. This study focused on the accommodation sector of the Sri Lankan tourism industry, and the main objective was to predict the total number of nights spent by all tourists known as foreign guest nights. If the number of guest nights is available over the next few months, it will be easier to have everything ready, including rooms, minibars, laundry, food & beverages, transportation, and parking facilities, etc. Therefore, from January 2010 to December 2019, monthly guest nights in seven resort regions such as Colombo City, Greater Colombo, South Coast, East Coast, High Country, Ancient Cities and Northern Region were obtained from the annual reports of the Sri Lanka Tourism Development Authority to perform a time series model using the Box-Jenkins methodology. Four models were identified based on the tentative model. SARIMA (0,1,0) (1,0,1)₁₂ was selected as the best model to forecast foreign guest nights according to the minimum Mean Absolute Percentage Error, Mean Absolute Error, Akaike Information Criterion, and Bayesian Information Criterion values of the four models, and forecasting was done for the year 2020. This study will help to plan and take necessary steps regarding maintenance, staffing, waste management, security system, and capacity of graded accommodation with a better approach.

Keywords: Accommodation, Foreign guest nights, Hospitality, Regions, Tourism

A STUDY OF DRIVING FACTORS TO SUSTAINABLE TOURISM MANAGEMENT PRACTICES IN PROTECTED AREAS: CASE STUDY FROM INDIA

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Abstract

This study identifies the key driving factors, which promote sustainable tourism management (STM) practices in the Indian protected areas (PAs). The present study has considered the National Chambal Sanctuary (NCS), one of the protected areas located in northern parts of India. The Sanctuary represents a shelter for rich biodiversity and various wildlife species. This study aims to promote sustainable tourism practices in NCS, exploring driving factors through literature review and finalizing 15 factors after the survey. The study categorized finalized set of driving factors using the Decision-Making Trial and Evaluation Laboratory (DEMATEL) method. Results indicate that eight of the 15 driving factors can be categorized as cause group driving factors and advanced information where communication technology is found as the most influencing driving factor. Practitioners and policymakers can use this study's findings in developing the right strategy for their parks and protected areas. It is worth focusing on cause group driving factors and seeing their influence on effect group factors.

Keywords: DEMATEL, Driving factors, Protected areas, Sustainable tourism management

REPURPOSING TEA ESTATE BUNGALOWS AS AN ACCOMMODATION OPTION FOR TEA TOURISM WITH SPECIAL REFERENCE TO NUWARA ELIYA DISTRICT, SRI LANKA

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Abstract

The tea industry in Sri Lanka faces a range of problems regarding productivity and revenue generation. Studies have revealed that tea tourism is one of the niche markets supporting the economic sustainability of the tea industry. Still, insufficient accommodation is a significant internal barrier in practising tea tourism in the Hill Country. Repurposing tea estate bungalows as an accommodation option has been identified as an extra revenue-generating channel for the tea industry and to overcome the inadequate accommodation services to practice tourism in Hill Country. Therefore, the present study aimed to identify the impediments and strategies for repurposing the tea estate bungalows as an accommodation option for tourism and a sustainable economic solution for the tea and tourism industries. Accordingly, semi-structured interviews were conducted among the managerial employees of tea estates using convenient sampling. Thematic analysis was used to analyse the data. Results revealed the lack of resources, skillful staff, easy access, the business scope for tourism, community awareness on tourism and additional operational costs, disturbances to the planter's personal life as the impediments for repurposing tea estate bungalows for tourism accommodation. The findings of the study are important in applying this concept to benefit both the tea and tourism industries in Sri Lanka.

Keywords: Accommodation, Impediments, Tea-estate bungalow, Tea tourism

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