jims
8M
Men Money Machines Markets Methods Modernisation Maintenance Materials
Management is Synergy

The Journal of Indian Management & Strategy

jims

Jagannath International Management School
&
Jagan Institute of Management Studies

A TRUE VISIONARY

"You see things and you say **Why?** *But I dream of things that never were and say* **Why** *not?"*

- George Bernard Shaw
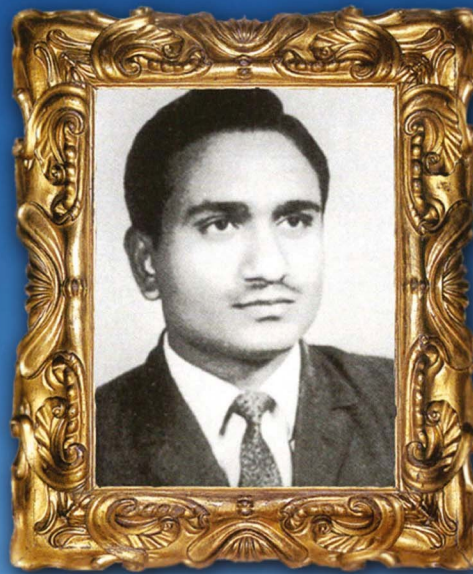
Shri Jagannath Gupta
(1950 - 1980)

Also a true visionary...who dared to dream!
He lives no more but his dreams live on....and on!

JIMS (Rohini)	-	**1993**
JIMS (Kalkaji)	-	**1997**
JIMS (Vasant Kunj)	-	**2003**
JIMS (Jaipur)	-	**2003**
JNIT (Jaipur)	-	**2004**
JIMS (Greater Noida)	-	**2008**
Jagannath University (Jaipur)	-	**2008**
Jagannath University (Bahadurgarh)	-	**2013**

And more dreams to come!

Editor's Desk

"Ford Exit – The Indian Story or the Asian Roar"

On Thursday, 9 Sep 2021, Ford announced that they will stop manufacturing cars in India, which came as a jolt to the industry, as per estimates around 4000 employees will get affected due to this decision. As expected immediate reactions from all quarters poured in "a government official on Friday said the American firm's exit is not likely to affect investor sentiment as its decision is based on operational reasons and not on the business environment in India".

Let us understand the Indian story is automobile market in for a trouble the following report from Media updated 10 Sep 2021 quoting government sources *"India's automotive growth story is alive both in domestic and export markets. Ford's decision to end manufacturing is due to competition from Japanese and Korean carmakers. Ford's exit is related to operational reasons and does not in any way reflect the story of the automobile sector or business environment in India. Covid-19 may have also impacted its sales volumes," The official said more than $35 billion investments have come into India in the last six years, including $4.4 billion in fresh investments by 13 companies. For instance, Toshiba-Suzuki-Denso invested $820 million to start prototype production of advanced chemistry cell battery storage manufacturing at Hansalpur, Gujarat, while US-based lithium-ion battery manufacturer C4V has signed a memorandum of understanding with Karnataka government for an investment of $550 million.*

Is this again the GM story, which is repeated? Harley another iconic brand failed to make any mark exit in September 2020 Or it is the American automobile companies not able to sustain the onslaught of Japanese and Korean manufactures. Some thought again coming it is the end of American supremacy. Asian warlords gaining the inroads. Korean Kia and Chinese MG Motors had a strong start in 2019 although they were a laggard's in the Indian markets. If we see ford had its own set of problems which might be cultural or may be economical also but the consumer puzzle was not solved the sets show that a loss of $2 billion in last decade. Ford was not able to achieve the mass-market appeal which Maruti and Hyundai have been magically able to achieve on year on year basis. The small car segment was the sweet spot which didn't worked for them might be due to wrong-reading of the market/product design/positioning and huge investment in manufacturing units which were never optimally utilised. Even their search for Indian partner also did not yielded results. Again, it is a specialised job to have the joint venture up and running, The Mindset of multinationals as they follow global standard operating procedure enhances their investment and a control from home country did not allow them to transition to competitive market. Experts said many multinational companies have an ethnographic mindset issue as they follow global standard operating procedures that double their investment costs in developing markets.

In the case of Ford, it was always a 'control from the US' syndrome, be it the cost structure or its management team, and so it never really transitioned from being an US automaker to a home-aligned one, they added. The Indian market have evolved and consumers are more cautious Indians being unique people want a product that fulfils its need. The Asian economy and industries are also emerging strongly and making an impact.

Best of luck for the Future we are coming.

(Ashok Sharma)

Guidelines for Authors

Authors are strongly encouraged to submit their manuscripts electronically via email to jims.8m@jagannath.org and on receipt of the manuscript, an acknowledgement is emailed to the author. The manuscript after passing through the Plagiarism check through software is evaluated for the original content. If the original content is less than 85% excluding the references, then the author is advised to revise and rewrite the original content. Once this is achieved by the author, the manuscript is sent to the reviewer for review. Based on the final report of the reviewer the final decision for publishing the article is taken by the Managing editor and same is conveyed to the author.

Guidelines for Research Papers/Case Studies/ Perspectives/Book Reviews
- Articles must be sent by e-mail to jims.8m@jagannath.org.
- Each manuscript must be accompanied with an abstract of 150-200 words.
- Manuscript should not exceed 5000 words.
- The font should be 12 points and Times New Roman with 1.5-line spacing.
- The author's name, designation, affiliation, complete address with mobile number must be provided on a separate sheet.
- All drawings, graphs, and tables should be provided on separate pages.
- Case Studies should be original and not published anywhere.
- Book reviews should include name of the author, publisher, price and year of publication and ISBN number. If any references are used, details of the same have to be provided.
- Perspectives should depict emerging issues and ideas that contribute to the think-tank of managers, administrators and policy makers.
- Authors must acknowledge the sources consisting of other author's concepts or data or findings and exhibits. References cited in the main text should also be listed in the reference list. Citation should also be included as a reference in the end of the paper which should be in APA style in alphabetical and chronological order.
- Articles submitted for consideration in JIMS 8M have to be accompanied with a declaration by the author/authors that they have not published or submitted the manuscript for publication elsewhere.
- Editorial decisions are communicated within a period of 8 weeks of the receipt of manuscript.
- In case the reviewer suggests revision of the manuscript, the author has to modify the manuscript and submit the revised manuscript within 7-10 days.
- The first author will receive one hard copy of the journal.
- The format of the article should start with the Title, Authors, Abstract, Keywords, Introduction, I. Review of Literature, II. Research Design and Methods, III. Results and Discussion, IV. Conclusion, References (APA Style) and the figures and tables will be inserted in the text as when illustrated and explained by the author.
- Plagiarism: Authors should contribute their original work. To ensure originality and essence of the research contribution of authors we use plagiarism software and the authors are bound to adhere to it.

*For details of the guidelines, please refer to the link -
https://www.jimsd.org/resources/journals/GuidelinesAuthors8M.pdf

SUBSCRIPTION FORM

Subscription Rates-2021

Subscription Rates (4 Issues)			
CATEGORY	**Period**	**Print***	**Online**
Institution/Individuals	1 Year	1,600.00	863.00
	2 Year	3,000.00	---
	3 Year	4,500.00	---
Students**	1 Year	750.00	500.00
Foreign (USD)			
CATEGORY	**Period**	**Print***	**Online**
Institution/Individuals	1 Year	135.00	118.00
Students**	1 Year	100.00	80.00

Terms & Conditions:

1. *Print** Subscription includes online access.
2. *Students*** should send a photocopy of their identity cards.
3. Print Subscription is Volume Based, whereas Online Subscription is Calendar Year Based and is subject to renewal.
4. Online Subscription includes current subscriptions + back files from 2005, if available.

Ordering Information

Subscriptions: Payment has to be made in favor of "indianjournals.com" payable at New Delhi, India.

The Manager
Sales and Marketing
indianjournals.com
B-9, Basement, Local Shopping Complex, "A" Block,
Naraina Vihar, Ring Road, New Delhi - 110028

Dear Sir,

I/We would be interested in subscribing to JIMS 8M for _____ year(s). I/We would be interested in availing myself/ourselves of the subscription offer in the_____ category. I/We am/are enclosing a cheque/DD No._____ dated _____ drawn on _____ (specify Bank), favouring **indianjournals.com** for Rs. _____.

My/Our particulars are as under:

Name: Mr./Ms./M/s: _____
Profession: _____
Address: _____
 _____
Tel No: _____ *Fax:* _____

For subscription please contact:

indianjournals.com
B-9, Basement, Local Shopping Complex, "A" Block
Naraina Vihar, Ring Road, New Delhi-110 028
Ph: 91-11-45055535,55

RELATIONSHIP OF DEMOGRAPHIC VARIABLES AND SERVICE QUALITY ON CUSTOMER SATISFACTION

Revenio C. Jalagat Jr.* Karima Sayari**

Purpose: This study investigates the relationship between service quality and customer satisfaction to a bank in Oman. It also assesses the impact of demographic variables on service quality and customer satisfaction.
Design/Methodology/Approach: The quantitative research approach was used in this study and utilizing a survey questionnaire to a total of 400 questionnaires from which 130 filled and validated responses were retrieved. Moreover, convenience sampling with the aid of the website called "Google form" was digitally sent to the identified customers of the bank. Data collected were analyzed through SPSS.
Findings: Results revealed that service quality positively correlates to customer satisfaction and four out of the five dimensions significant influenced customer satisfaction namely: Tangibility (p=0.030<.05); Reliability (p=0.003<.01); Assurance (p=0.044<.05); and Empathy (p=0.000<.01). On the other hand, there are no significant differences in the respondents' perception of both service quality and customer satisfaction when classified according to gender, marital status, educational level, economic status, and source of income.
Originality/Value: This study differs from other studies as its focus extends from determining the relationship between service quality and customer satisfaction into determining the significant difference in the perception of service quality and customer satisfaction according to the identified demographic variables.

Keywords: Demographic Variables, Service Quality, Dimensions, Customer Satisfaction, Bank

The banking industry in Oman plays important role in the sustainable growth of the Omani economy. In recent years, and due to the global and national economy changes, the banking industry in Oman was strong enough to face the challenges. They supported the credit need and initiatives related to economic diversification (Al Ghassani et al. 2017). Moreover, Banks are increasing their effort to grow which consequently led to an increase the competition. Banks have grown steadily over the past few decades, and are now competing towards providing the best services to their customers. Currently, around 17 banks are operating in Oman. Majority of the bank that performs commercial banking services provides competitive banking services for their customers such as mobile banking, debit & credit cards, phone banking, savings accounts, loans, insurance, automated teller machine (ATM), online bill payment, etc., yet, such services are not enough to survive in the intense competition. With the emergence of new and dynamic services provided by banks, bankers need to explore the importance of service quality and customer satisfaction. Many studies have proved that one of the important elements that contribute to business success or failure is customer satisfaction (Ranaweera and Prabhu 2003; Singh 2006). The level of customer satisfaction determines how well the bank performs and it differentiates the organization from competitors. Thus, measuring customer satisfaction is important to increase customer retention and loyalty. The study also examines the factor affecting the quality of services that influencing customers of a large-scale bank in Oman. It also investigates the perception of the customer respondents on service quality and customer satisfaction according to their demographic profile. Furthermore, this study assumed that customers have a different perception of service quality and customer, hence; their views will be verified whether it is objective or subjective which will also be highlighted in this study.

Objectives of the Study

The main objective of this study is to assess the customers' perception of the concept of service quality and customer satisfaction and its relationship. It specifically addresses the following sub-objectives:

❖ To identify factors that affect customer satisfaction.
❖ To determine the significant relationship between service quality and customer satisfaction.
❖ To determine which of the dimensions of service quality

*   **Assistant Professor, Managerial and Financial Sciences Department, Al Zahra College for Women, Muscat, Oman.**

**   **Assistant Professor, Managerial and Financial Sciences Department, Al Zahra College for Women, Muscat, Oman.**

significantly impacts customer satisfaction.

- ❖ To assess the customers' perception of service quality and customer satisfaction when classified according to demographic variables such as gender, marital status, age, educational level, economic status, and source of income.

Research Questions
Based on the research objectives, the research questions are framed:

- ❖ What are the different factors that can affect/influence customer satisfaction?
- ❖ Is there a significant relationship between service quality and customer satisfaction?
- ❖ Are all service quality dimensions significantly impacts customer satisfaction?
- ❖ What is the customers' perception of service quality and customer satisfaction according to their demographic variables such as gender, marital status, age, educational level, economic status, and source of income?

Research Problem
In the Sultanate of Oman where the banking industry is experiencing a growing trend, perspective on how to emphasize service quality is something that must be given more value as the degree of competition among banks also continuously increased. While the banking sector rises, there is remains a question on how can banks provide the best service possible with the advent of technological advances and how the quality of the service provider can be sustained. Upon extensive search conducted by the researchers, there is still no concrete evidence that supports the extent of service quality that had been extended by the banking industry in Oman to the customers although previous studies had already been undertaken in this area.

Research Hypotheses
H1. Service quality is significantly correlated to customer satisfaction.
H2. The dimensions of service quality significantly influenced customer satisfaction
H3. There is a difference in the respondents' perception of service quality and customer satisfaction when classified according to gender.
H4. There is a difference in respondents' perception of service quality and customer satisfaction when classified according to marital status.
H5. The respondents' perception of service quality and customer satisfaction differs according to age.
H6. There is a significant difference in respondents' perception of service quality and customer satisfaction according to their educational level.
H7. Respondents' perception of service quality and customer satisfaction differs according to economic status.

H8. Respondents' perception of service quality (a) and customer satisfaction differs according to their source of income.

I. Review of Literature

Service Quality, its concepts and definitions
Earlier studies had already been conducted on service quality, which was earlier introduced by Parasuraman, et. al. (1982) based on customer satisfaction theory that specifically measures the firm's actual service delivery in comparison to the customers' expectations. He further emphasized that service quality can only be met when the expectations, wants and needs of the customers are met and even beyond. Service quality is also defined by Churcill and Surprenant (1982) as meeting customers' expectations with the services provided. Later, Parasuraman et al. (1988) developed the service quality dimensions namely the tangibles, reliability, responsiveness, assurance, and empathy. Conversely, different service quality dimensions were also introduced by Lehtinen and Lehtinen (1982) comprising of corporate quality, physical quality, and interactive quality. Also, Groonroos (1984) defined service quality with these dimensions: technical quality, the functionality of the service encounter, and corporate image.

Furthermore, Zeithmal (2000) stressed that service quality strongly correlated to customer satisfaction and competitive advantage. Service quality is a multi-facet concept and thus, there is no universal definition but common meaning derived from authors expressed that it is a customer services' overall evaluation (Eshghi, et. al., 2008; Parasuraman, et. al., 1994). Primarily anchored on the service quality model (SERVQUAL) introduced by Parasuraman, et. al. (1988), this study measures the service quality that will be applied to the chosen organization. Good service quality improves profitability, enhances the corporate image, increases customer retention and loyalty, and acquires new customers (Lau et al., 2013). Studies have proven that service quality and customer satisfaction promote competitive advantage in the banking industry (Naeem et al., 2009; Vershinina, 2017). Understanding the relationship between the two constructs: service quality and customer satisfaction enables specifically the banking industry to attract new customers, maintain the old ones, and improve the services currently provided (Khan and Fasih, 2014; Bitta, 2009; Marković et. al., 2015). The significance of service quality had been investigated many times over the years by various researchers and common understanding was derived with defining service quality as the discrepancy between the expected service (ES) and perceived service (PS) quality (Naeem et al. 2009; Gong and Yi, 2018).

The Five Dimensions of Service Quality Model
This study has adapted the service quality model of Parasuraman, et. al. (1988) with the five dimensions as

previously identified. Firstly, tangibles dimension of service quality includes materials and equipment and other physical facilities, communication materials, and physical environmental conditions shows tangibility of the service provision (Fitzsimmons & Fitzsimmons, 2001). Davis, et. al. (2003) emphasized the presence of physical evidence of the service provider and in agreement with the definition of Parasuraman's et. al. (1985) definition of tangibles as the presence of physical facilities, personnel, equipment, and written materials. Reliability, on the other hand, takes into account the firm's ability to handle customer service as well as complaints if any from the customer in relation to service delivery for the first time, timely delivery, and a service that is considered error-free. The study of Yang, et. al. (2004) investigated the significance of reliability in banking services based on the accurateness of the services actually performed as promised and findings show that there is a correlation between reliability and customer satisfaction. Parasuraman et al. (1988) define responsiveness as the ability of the firm to respond to the customer with the needed services on time. Based on the outcome of Ananth et al. (2011) with the private banking sector, empathy can be defined as the company's willingness to institute due care to the clients by offering individual and personal attention, and understanding their needs and wants. It also encompasses the company's ability through its workforce to be approachable, understanding, sensitive, and addressing the specific needs of the clients. Having the ability to welcome customers and dealing with each specific need. And, assurance dimensions mainly consider the firm's actions and serviceability where it lessens if not eliminate the customer's worries and confusions about the services provided (Muddie & Cottam, 1999).

Customer Satisfaction
The earlier definition of customer satisfaction according to Oliver (1980) focused on fully meeting the expectation of customers through product and service delivery. Quality product and service offering augmented market share and profitability aside from customer satisfaction. Numerous studies stressed the influence between customer satisfaction and dissatisfaction as forces in meeting expectations (Chidambaram, & Ramachandran, 2012, Kheng et al., 2010). Lau and Cheung (2013) clarified that customer satisfaction develops loyalty and increased retention. Quality delivery of goods and services to customers established long-term relationships with the providers thus, resulted in the company-customer relationship (Muslim & Isa, 2005). Other authors define Customer satisfaction as a standard of excellence (Munusamy and Chelliah, 2011; Hussain et al., 2015). The study also proved that service quality links with customer satisfaction and customer loyalty (Shah, 2015). The researchers' Khan and Fasih (2014) have measured the satisfaction level towards services quality provided to the customers by their bank. Results showed that all dimensions influenced positively and significantly customer satisfaction and customer loyalty.

Service Quality and Customer Satisfaction
Many researches have laid a strong correlation between service quality and customer satisfaction. For instance, the study of Parasuraman, et. al. (1988) confirmed that service quality positively influenced customer satisfaction. This is supported by Linier (2013) in his study where the results showed that service quality highly relates to customer satisfaction.

Conceptual Framework of the Study
The study assumed that there exist a significant relationship between service quality and its dimensions such as tangibility, reliability, responsiveness, assurance, and empathy on customer satisfaction. It also investigates which of the demographic variables such as gender; marital status, age; educational level, economic status, and source of income influence both service quality and customer satisfaction. Figure 1 shows interplay of the three variables mentioned.

Figure 1. Conceptual Framework of the study.
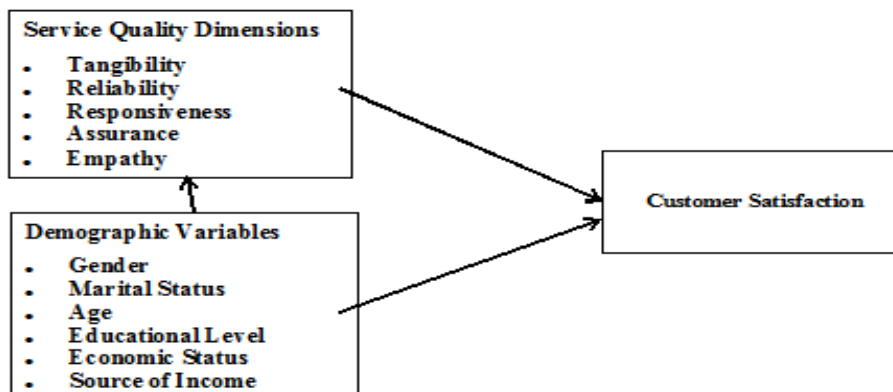
II. Research Design and Methods

To carry out this study, the quantitative research design was utilized with descriptive survey questionnaires as its main data-gathering tool. With the type of information to be gathered and the use of a survey questionnaire, the descriptive method is appropriate according to Malhotra (2009) who postulated the estimating of the percentage of units for a specified population. The questionnaire is designed primarily to achieve the research objectives, which were to investigate the two constructs, service quality, and customer satisfaction.

Sampling Design and Sample Size
Primarily, this study employed convenience sampling with the aid of the website called "google form" where this form was digitally sent via Linked In and directed to the customers of the bank. A total of 400 forms were sent to the customers after consent by the Manager of the bank on the questionnaire distribution but only 130 questionnaires were fully retrieved and complied thus, a survey return ratio of 32.5% (n=130) and therefore decided to be the sample size.

Research Instrument and Measurement
The survey questionnaire contains two parts. The first part consists of the demographic profile of the respondents according to gender, marital status, age, educational level, economic status, and source of income. The second part contains the perception of respondents on the two main constructs: service quality and customer satisfaction. The question on service quality is a modified 24-item question (Likert 5-Scale) which was patterned after the SERVQUAL model introduced by Parasuman, Berry, and Zeithaml (1985;1988) with the 22-items for assessing perceptions and expectations regarding the quality of service using Likert 7-Scale measurement.

The service quality construct is further broken down into five sub-constructs: Tangibility (7-items); Reliability (4-items); Responsiveness (4-items); Assurance (5-items); and Empathy (4-items). And finally, the customer satisfaction questions consisting of four (4) items. Many researchers have used the SERVQUAL model and confirmed that it is a suitable instrument to measure service quality in the banking industry (Lau et al., 2013; Marković et al, 2015; Shah et al., 2015).

Furthermore, either ordinal scale (age, educational level) or nominal scale (gender, marital status, economic status, source of income) were used for demographic variables in Part 1 while the Likert 5-Scale measurement was utilized for questions in Part II ranging from "1-extremely dissatisfied" to "5- extremely satisfied" based on their experience with the bank. Furthermore; in order to ensure confidentiality, participants were not asked to provide their names.

Data Collection Procedure
The survey was conducted from May 20th through June 9th, 2018. The researchers contacted the head of the customer department by sending a letter of consent to obtain official approval from the bank so that they can inform their customers to participate by filling out the questionnaire. The 130 filled questionnaires were retrieved in the 3rd week of June of the same year.

Data Analysis
The data collected from the questionnaire will be analyzed using appropriate statistical tools in SPSS 21 version. Frequency and Percentages will be employed to analyze the demographic profile of the respondents. To assess the relationship between service quality dimensions and customer satisfaction, two statistical tools will be used. In evaluating the relationship between the two main constructs, Pearson Correlation is employed between service quality and customer satisfaction and regression analysis to investigate the relationship among service quality dimensions (Tangibility, Reliability, Responsiveness, Assurance, Empathy) and Customer Satisfaction. Furthermore; evaluating the respondents' perception of both service quality and customer satisfaction, an Independent sample t-test is applied to assess the significant difference in the perception of respondents on both service quality and customer satisfaction while the one-way ANOVA analysis to determine the significant difference between these variables (marital status, age, educational attainment, economic status, source of income) on both service quality and customer satisfaction.

Validity and Reliability Test
The 29-item questionnaire was further tested into both validity and reliability. Firstly, it was subjected to pre-testing to ensure the correctness and appropriateness of questioning format, wording, and grammatical construction with the pool of experts identified by the researcher. Construct validity was primarily tested using convergent validity and factor analysis (Component Factor Analysis) inter-item correlation using the correlation matrix approach was run to determine convergent validity after analyzing with dimension reduction through factor analysis and results showed that the minimum correlation of the constructs is greater than zero at a significance level of p=0.001, hence; it is valid (Field, 2009). Principal component analysis (PCA) was also employed to extract the factor loading of the 29-items with the Varimax orthogonal rotation method and Kaiser normalization resulting in the four (4) extracted factors. Varimax rotation method was used considering that none of the correlation values in the component transformation matrix is higher than 0.32 when the Direct Oblimin rotation method was first to run (Tabachnick and Fiddell, 2007; Creswell and Clark, 2011). Furthermore, the four factors were extracted according to the

cut-off eigenvalue of 1 (Keiser, 1974) and yielded a cumulative sum of squared loadings of 68.09% of the variance explained. Meanwhile, the rotated component matrix showed the distribution of the factor loadings of the items as shown in Table 1 and revealed very good results except for item numbers 14 and 22 which are loaded into factors 1 and 2 respectively with values less than 0.500.

Table 1. Rotated Component matrix of the items and factor loading.

29-Item Questions	Component			
	1	2	3	4
1 .Processing of transactions is reliable (Rel2)	.740			
2. Delivery of services were made as promised (Rel1)	.733			
3. Accuracy of services even on peak hours (Rel3)	.733			
4. Quick confirmations by the bank staff (Res4)	.714			
5. Services provided by the customer service staff (Res1)	.710			
6. Timely delivery of banking services (Res3)	.689			
7. Staff services meets quality standards (Rel4)	.653			
8. Quick response to complaints, if any (Res2)	.612			
9. Employees are always willing to help you (As4)	.586			
10. Quality of service delivery (CS3)	.584			
11. The staff know their jobs well (As1)	.573			
12. Less waiting time (CS1)	.528			
13. Money spent by customers worth the quality of service provided by the bank (As3)	.504			
14. Bank has up-to-date equipment & technology (Tan1)	.667			
15. Financial advice is provided by the concerned department (Em2)		.742		
16. Highly customized service (Em3)		.738		
17. Convenient operating hours (Em1)		.687		
18. Services are provided according to customers' taste and preferences (CS5)		.685		
19. Availability of the help desks and the call centers etc. when needed (Em4)		.643		
20. Promptness of service (CS4)		.628		
21. The staff deal with their customers politely (As2)		.525		
22. Experienced management team (As5)		.693		
23. Convenient location of the Bank (Tan2)			.783	
24. Sufficient number of ATM machines (Tan3)			.635	
25. Good physical appearance of staffs (Tan7)			.619	
26. Customer-friendly environment (CS2)		.	.509	
27. Availability of cash counting machines (Tan4)				.759
28. Availability of parking for customers (Tan6)				.684
29. Evidence of available seats for customers (Tan5)				.585
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				

To assess the adequacy of the sample in terms of size, the KMO test was conducted according to the specified criteria between 0 and 1 where the acceptable value is 0.500 although values more than 0.600 are ideal (Keiser, 1974).

The KMO statistical result showed a measure of sampling adequacy of 0.947 which is far higher than the acceptable level of 0.500 and significant at 0.000 when tested with Bartlett's test of sphericity which means that while the ideal sample is 200 or more, the sample used in the study of 130 samples are exceptionally considered as can be seen in Table 2.

Table 2. Result of KMO and Bartlett's Test for sample adequacy.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.947
Bartlett's Test of Sphericity	Approx. Chi-Square	3019.670
	df	406
	Sig.	.000

Lastly, the instrument was also subjected to a reliability test particularly the Cronbach's Alpha for the internal consistency of the constructs: Service Quality (with 5 sub-constructs) and Customer Satisfaction (see Table 3) where an analysis revealed the total result of α=.970 (29 items) and distributed individually as follows: Tangibility (0.829; 7-items); Reliability (0.877; 4-items); Responsiveness (0.902; 4-items); Assurance (0.902; 5-items); Empathy (0.871; 4-items); and, Customer Satisfaction (0.916; 5-items). Based on these results, the instrument is highly reliable more than the minimum acceptable level of 0.700 (Nunnally, 1978; Field, 2009).

Table 3. Cronbach's Alpha Values for Variables Used.

Variables	Cronbach's Alpha Based on Standardized Items	N of Items
Tangibility-Service Quality	.829	7
Reliability-Service Quality	.877	4
Responsiveness-Service Quality	.902	4
Assurance-Service Quality	.902	5
Empathy-Service Quality	.871	4
Customer Satisfaction	.916	5
Total	**.970**	**29**

III. Results and Discussion

Data collected will be analyzed in this section using descriptive statistics, correlation, regression analysis, t-test, and one-way ANOVA, which will be shown in detail in the succeeding sections. Descriptive statistics are enumerated as shown in Table 4.

Table 4. Demographic Profile of the respondents.

Gender	f	%
Male	100	76.90
Female	30	23.10
Total	130	100.00
Marital Status	**f**	**%**
Single	28	21.50
Married	97	74.60
Separated	1	0.80
Divorced	4	3.10
Total	130	100.00
Age of Respondents	**f**	**%**
15-30	29	22.30
31-45	89	68.50
46-60	11	8.50
61 and above	1	0.80
Total	130	100.00
Educational Level	**f**	**%**
Secondary	8	6.20
High Diploma	16	12.30
Bachelors	53	40.80
Masters	49	37.70
Doctoral	4	3.10
Total	130	100.00
Economic Status	**f**	**%**
Employed	115	88.50
Unemployed	5	3.80
Self-Employed	8	6.20
Student	2	1.50
TOTAL	130	100.00
Source of Income	**f**	**%**
Own Business	14	10.80
Government Employment	40	30.80
Private Employment	74	56.80
Others	2	1.60
Total	130	100.00

Highlight in table 4 has identified the demographic profile of the respondents according to gender, marital status, age, educational level, economic status, and source of income. Further, it showed that male respondents surpass the female with male (n=100, 76.90%) and female (n=30, 23.10%) of whom the majority are married to 97 out of 130 respondents or 74.60%.

Most of them are aged 31-45 (n=89, 68.50%) followed by those 15-30 years of age or 21.50%. In terms of educational level, the larger sample is shared by bachelor's degree (n=53, 40.80%) and the master's degree (n=49, 37.70%), and the most are economically employed with an 88.50% rating (n=115). Lastly, the larger share of the respondents is privately employed with 56.80% (n=74) and followed by those employed in the government (n=40, 30.80%) while the remaining ratio is shared between own business and others (combined share of 12.40%).

Correlation and Regression
Further, two tests were conducted to establish the relationship between the constructs namely service quality and customer satisfaction using the Pearson Correlation Coefficient and the relationship between the 5-dimensions of service quality to customer satisfaction with regression analysis as shown simultaneously in Tables 5-8.

Table 5. Result of Correlation Analysis between Service Quality and Satisfaction.

Variables		Service Quality	Customer Satisfaction
Service Quality	Pearson Correlation	1	.915**
	Sig. (2-tailed)		.000
	N	130	130
Customer Satisfaction	Pearson Correlation	.915**	1
	Sig. (2-tailed)	.000	
	N	130	130
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 5 results revealed a very strong correlation between service quality and customer satisfaction with a p-value of 0.915 (p<0.01) which may mean that as the service quality increases the higher the customer satisfaction will be achieved. This finding is consistent with many studies in the different sectors like the banking and hospitality sectors. The study of Parasuman et. al. (1988) confirmed the strong correlation between service quality and customer satisfaction and strongly supported the study of Linier (2013) who postulated that there is a strong relationship between these two constructs. Likewise, Saghier and Nathan's (2012) study suggest that the higher level of service quality achieved by customers would also result in higher satisfaction. Determining the extent of the relationship between the 5 dimensions of service quality and customer satisfaction displays the following results.

Table 6. Model Summary of Regression Analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.762	.752	.45087
a. Predictors: (Constant), Empathy, Tangibility, Reliability, Assurance, Responsiveness				

Table 6 shows the summary result of the model and it showed R² = 0.762 and at the standard error of estimate of 0.45087. This finding would mean that 76.2% of the variation in the dependent variable (customer satisfaction) is explained by the independent variables as identified in this study and only 23.8% cannot be explained.

Table 7. Regression ANOVA Model of Fit.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.570	5	16.114	79.268	.000[b]
	Residual	25.207	124	.203		
	Total	105.777	129			
a. Dependent Variable: Customer Satisfaction						
b. Predictors: (Constant), Empathy, Tangibility, Reliability, Assurance, Responsiveness						

The result in Table 7 suggests the statistically significant fit of the model with an F-value of 79.268 and significant at 0.000. This further implies that the use of this model is appropriate in analyzing the 5-dimensions of quality and customer satisfaction.

Table 8. Coefficients of the independent and dependent variables.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.345	.204		-1.690	.094
	Tangibility	.188	.086	.149	2.194	.030
	Reliability	.267	.088	.257	3.038	.003
	Responsiveness	.129	.104	.131	1.238	.218
	Assurance	.198	.097	.190	2.030	.044
	Empathy	.264	.073	.256	3.611	.000
a. Dependent Variable: Customer Satisfaction						

Table 8 reflects the coefficients and the significance level of the variables used in this study. Based on the results, tangibility (p=0.030<.05); reliability (p=0.003<.01); Assurance (p=0.044<.05); and Empathy (p=0.000<.01) significantly influenced customer satisfaction while there is no significant influence of responsiveness to customer satisfaction with p=0.218. In order of preference, empathy has the highest correlation followed by reliability, tangibility, and assurance. These findings relate to the previous studies although specific findings either support or contradict this study's outcome.

Furthermore, similar findings of Zaim, Bayyurt, and Zaim (2010) displayed that tangibility, reliability, and empathy significantly impact customer satisfaction while Mengi (2009) however; contrasted that responsiveness and assurance supersede the other three above-mentioned factors. On the other hand, the study findings affirmed the previous findings of Siddiqi (2010) in his study of the banking industry in Bangladesh where empathy has the highest correlation while assurance has the least correlation. Similar results were presented by Lo, Osman, Ramayah, and Rahim (2010) on the Malaysian banking industry where empathy and assurance simultaneously relate significantly to customer satisfaction.

T-test and One-Way ANOVA
T-test was performed to determine the significant difference in the perception of respondents on service quality and customer satisfaction according to gender and One-way ANOVA to assess the significant difference in the perception

according to other demographic variables such as marital status, age, education, economic status, and source of income. The details of the analysis will be presented in Tables 9-14.

Table 9. Result of Independent T-Test on the Perception towards Service Quality and Customer Satisfaction of the Respondents According to their gender.

Variables	Overall Mean		T-Test @. 05	Sig. (2-tailed)	Decision
	Male	Female			
Service	3.24	3.47	-	.144	Not
Quality			1.471		Significant
Customer Satisfaction	4.29	4.41	-0.706	.481	Not Significant

The result in Table 9 showed that there is no significant difference in the perception of the respondents on service quality (t = -1.471; p=0.144>0.05) and customer satisfaction (t = -0.706; p=0.481>0.05) level of significance. Therefore, H3 is rejected. The perception of service quality and customer satisfaction by the customer respondents in Bank Muscat is the same regardless of gender.

Table 10: Result of One-Way ANOVA on the perception towards Service Quality and Customer Satisfaction of the respondents according to marital status.

Variables	Overall Mean				F @ .05	Sig.	Decision
	Single	Married	Separated	Divorced			
Service Quality	3.32	3.31	2.58	2.83	.801	.496	Not Significant
Customer Satisfaction	3.29	3.12	2.25	2.56	1.159	.328	Not Significant

Table 10 depicts the perception of customer respondents on service quality and customer satisfaction classified based on marital status. Findings revealed that there is no difference in the customer respondents' perception of service quality (p=0.496>0.05) and customer satisfaction (p=0.328>0.05). This means that the marital status of the respondents has no impact on the way they perceived service quality and customer satisfaction in the services of the bank.

Table 11. Result of One-Way ANOVA on the perception towards Service Quality and Customer Satisfaction of the respondents according to Age.

Variables	Overall Mean				F @ .05	Sig.	Decision
	15-30	31-45	46-60	61 & Above			
Service Quality	3.41	3.24	3.32	4.03	.653	.583	Not Significant
Customer Satisfaction	3.30	3.06	3.11	4.25	1.014	.389	Not Significant

Findings in Table 11 revealed that there is no significant difference in the customer respondents' perception of service quality (p=0.583>.05) and customer satisfaction (p=0.389>.05) with the services of the bank. Further, this indicates that the respondents have the same perceptions on the service quality and customer satisfaction regardless of age. Hence, age is not a consideration in the way they perceive these two constructs
.

Table 12: Result of One-Way ANOVA on the perception towards Service Quality and Customer Satisfaction of the respondents according to Educational Level.

Variables	Overall Mean					F @ .05	Sig.	Decision
	Secondary	High Diploma	Bachelor	Masters	Doctoral			
Service Quality	3.50	3.00	3.53	3.09	3.52	3.168	.016	Significant
Customer Satisfaction	3.25	2.81	3.36	2.95	3.25	1.941	.108	Not Significant

Table 12 reflects the customer respondents' perception of service quality and customer satisfaction according to educational level. Findings showed that there is a significant difference in the respondents' perception of service quality with a p-value of 0.016 while there is no significant difference in the perception of customer satisfaction (p=0.108>0.05). A further test was performed to determine which educational level the significant difference evolved using the Post Hoc test multiple comparisons and the outcome displayed that the significant difference is between the Bachelors and Masters graduate level which might mean that their perception differs according to their level of education.

Table 13. Result of One-Way ANOVA on the perception towards Service Quality and Customer Satisfaction of the respondents according to Economic Status.

Variables	Overall Mean				F @ .05	Sig.	Decision
	Employed	Unemployed	Self-Employed	Student			
Service Quality	3.25	3.82	3.51	3.37	1.089	.356	Not Significant
Customer Satisfaction	3.10	3.50	3.25	3.38	.404	.750	Not Significant

The outcome in table 13 depicts that there is no significant difference in customer respondents' perception of service quality (p=0.356>0.05) and customer satisfaction (p=0.750>0.05) when classified according to economic statistics. This explained that the same perception of the respondents has been demonstrated regardless of their economic status on the banking services offered.

Table 14. Result of One-Way ANOVA on the perception towards Service Quality and Customer Satisfaction of the respondents according to the Source of Income.

Variables	Overall Mean				F @ .05	Sig.	Decision
	Own Business	Government Employment	Private Employment	Others			
Service Quality	3.67	3.38	3.16	3.60	1.868	.120	Not Significant
Customer Satisfaction	3.46	3.24	3.00	3.50	1.045	.387	Not Significant

Finally, table 14 reflects the perception of customer respondents on service quality and customer satisfaction when classified according to their source of income. Furthermore, it depicts that there is no significant difference in the respondents' perception of service quality (p=0.120>0.05) and customer satisfaction (p=0.387>0.05). In other words, the perception of the respondents in the bank for service quality and customer satisfaction does not vary for their source of income. Hence, the same perception has been experienced.

IV. Conclusion

This study has therefore concluded that service quality positively correlates to customer satisfaction and the majority of the service quality dimensions significantly influenced customer satisfaction except for the responsiveness dimension. In assessing the 5-dimension of service quality and its relationship on customer satisfaction, four out of the five dimensions significantly correlates with customer satisfaction in order of priority as follows: Tangibility (p=0.030<.05); Reliability (p=0.003<.01); Assurance (p=0.044<.05); and Empathy (p=0.000<.01) significantly influenced customer satisfaction while there is no significant influence of Responsiveness to customer satisfaction with p=0.218. Previous studies provide contrasting results in identifying which of the service quality dimensions has the highest correlation and which may not have a significant relationship to customer satisfaction. As identified in the study, empathy has the highest correlation and responsiveness has no significant relationship with customer satisfaction. Results also conclude from T-test and One-Way ANOVA that only on the concept of service quality that the significant difference in the perception of customer respondents was obtained while there are no significant differences in the respondents' perception of both service quality and customer satisfaction when classified according to gender, marital status, educational level, economic status, and source of income.

Based on these results, it can be recommended that greater consideration can be taken by the bank to continuously upgrade its present services to meet the needs of the

customers with the hope of sustaining the rate of customer satisfaction. Empathy should be given priority in line with the plans and programs to sustain quality service and innovate its offerings that would ensure increased empathy on the part of the customers that may emphasize convenient working hours, highly customized service, and help desks. However; this result may not conclude to the different banking institutions in Oman but may serve as a guide for wider study for comparability and benchmarking.

Implications of the Study

The findings of this study will add value to the managers and officers of the bank to expand its scope from examining the impact of the service quality on customer satisfaction into determining how demographic variables may significantly influence service quality and customer satisfaction. Important findings reveal that in the chosen bank referred to in this study, demographic variables do not significantly produce significant differences in their perception towards service quality and customer satisfaction except on the significant difference between educational level and on the concept of service quality. This implies that the educational level of the respondents significantly affects their perception of service quality, thus; it may happen that highly educated respondents may find service quality as important while others are less important. For incoming researches, it can be noted that examining the impact of demographic variables may vary from different research settings and so demographic variables should be considered as predictor variables rather than a controlling variable as specified in this study found.

References

Al Ghassani, A., Al Lawati, A., and S, A. (2017). *Banking Sector in Oman Strategic Issues, Challenges and Future Scenarios*. Retrieved March 21, 2021, from: http://cbfs.edu.om/UploadsAll/Annexure%2013%20 Edited%20Book%20on%20Banking%20Sector%20i n%20Oman%20-%202017.pdf

Ananth, A., Ramesh, R., and Prabaharan, B. (2011). Service Quality GAP Analysis in Private Sector Banks A Customer Perspective. *Internationally Indexed Journal, 2*(1), 245-252.

Bitta, M.A. (2009). *Service quality and customer satisfaction in the banking sector in Kenya*. A research project, School of Business, University of Nairobi. Nairobi, Kenya.

Chidambaram, V., & Ramachandran, A. (2012). A review of customer satisfaction towards service quality of banking sector. *Social and Management Sciences, 7*(2), 71-79.

Churchill, G.A., and Surprenant, C. (1982). An Investigation into the Determinants of Customer Satisfaction. *Journal of Marketing Research, 19*(1), 491-504.

Creswell, J. W., and Clark, P. (2011). *Designing and conducting mixed methods research*. (2nd ed.). Thousand Oaks, CA: Sage.

Davis, M. M., Acquilano, N. J., and Chase, R. B. (2003). *Fundamentals of Operations Management*. New York: McGraw Hill/Irwin.

Eshghi, A., Roy, S., and Ganguli, S. (2008). Service quality and customer satisfaction: An empirical investigation in Indian mobile Telecommunications services. *Marketing Management Journal, 18*(2), 119-144.

Field, A. (2009). *Discovering Statistics Using SPSS*. (3rd ed.). London: Sage Publications Ltd.

Fitzsimmons, J., and Fitzsimmons, M. (2001). *Service Edition: Operations, Strategy, Information Technology*. (5th ed.). USA: McGraw-Hill.

Gong, T., and Yi, Y. (2018). The effect of service quality on customer satisfaction, loyalty, and happiness in five Asian countries. *Psychology & Marketing, 35*(6), 427-442.

Hussain, R., Al Nasser, A., and Hussain, Y.K. (2015). Service quality and customer satisfaction of a UAE-based airline: An empirical investigation. *Journal of Air Transport Management, 42*(1), 167-175.

Kaiser, H.F. (1974). An index of factorial simplicity. *Psychometrika, 39*, 31-36.

Khan, M.M., and Fasih, M. (2014). Impact of service quality on customer satisfaction and customer loyalty: Evidence from banking sector. *Pakistan Journal of Commerce and Social Sciences*, *8*(2), 331-354.

Kheng, L., Mahamad, O., Ramayan, T., and Mosahab, R. (2010). The impact of service quality on customer satisfaction. A study of banks in Penang, Malaysia. *International journal of marketing studies, 2*(2), 57-66.

Lau, M.M., Cheung, R., Lam, A.Y., and Chu, Y.T. (2013). Measuring service quality in the banking industry: a Hong Kong based study. *Contemporary Management Research*, *9*(3), 263-282.

Lehtinen, U., and Lehtinen, J. (1982). *Service Quality – A Study of Quality Dimensions*. Helsingfors: Service Management Institute.

Liniere, M. (2013). *Factors that Contribute to the Decline of Customer Satisfaction in Banking*. Thesis, PHD, published, Walden University.

Malhotra, N.K. (2009). *Marketing Research: An Applied Orientation*. (5th ed.). New York: Pearson Education Inc.

Marković, S., Jelena, D., and Katušić, G. (2015). *Service quality measurement in Croatian banking sector: Application of SERVQUAL Model*. Management

International Conference 2015; Managing Sustainable Growth. Slovenia.

Mudie, U.J., and Cuttam, G. (1999). The impact of

Muslim, A., and Isa, Z. (2005). *Islamic banking in Malaysia: An empirical analysis of service quality and customer satisfaction.* Proceeding of Seminar Finance and Islamic Economics, University Utara Malaysia, Ogos, 29-30.

Naeem, H., Akram, A., and Saif, M.I. (2009). Service Quality and its impact on Customer Satisfaction: An empirical evidence from the Pakistani banking sector. *The International Business & Economics Research Journal*, *8*(12), 99-104.

Nathan, D., and Elsaghier, N. (2012). *Service Quality Dimensions and Customers' Satisfactions of Banks in Egypt*. Proceedings of 20th International Business Research Conference 4 - 5 April 2013, Dubai, UAE, ISBN: 978-1-922069-22-1.

Nunnally, J.C. (1978). *Psychometric Theory*. New York: McGraw-Hill.

Oliver, R. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of marketing research, 17*(4), 460-469.

Parasuraman, A., Zeithaml, V., and Berry, L.L. (1982). A conceptual model of service quality and its implications for future research. *Journal of Marketing, 49* (4), 41–51.

Parasuraman, A., Zeithaml, V.A., and Berry, L.L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing, 49*(4), 41-50.

Parasuraman, A., Zeithaml, V., and Berry, L.L. (1988). SERVQUAL: a multiple item scale for measuring consumer perceptions of service quality. *Journal of Retailing, 6*(1), 12–40.

Saghier, N,, and Nathan, D. (2013). *Service quality dimensions and customer's satisfactions of banks in Egypt*. 20th international business research conference. 4-5 April 2013, Dubai, UAE.

Shah, F.T., Khan, K., Imam, A., and Sadiqa, M. (2015). Impact of services quality on customer satisfaction of banking sector employees; A study of Lahore, Punjab. *Vidyabharati International Interdisciplinary Research Journal, 4*(1), 54-60.

Singh, H. (2006). The importance of customer satisfaction in relation to customer loyalty and retention. *Academy of Marketing Science*, *60*, 193-225.

Tabachnick, B. G., and Fidell, L. S. (2007). *Using Multivariate Statistics*. (5th ed.). New York: Allyn and Bacon.

Tsoukatos, E., and. Rand, G. (2006). Path analysis of perceived service quality, satisfaction and loyalty in Greek insurance. *Managing Service Quality, 16*(5), 501-519.

Vershinina, O. (2017). *Customer Satisfaction In The Banking Sector: A Study Of Russian Bank PAO" Sberbank".* Retrieved April 5, 2021, from: https://core.ac.uk/download/pdf/161418123.pdf

Yang, Z., and Fang, X. (2004). Online service quality dimensions and their relationships with satisfaction: A content analysis of customer reviews of securities brokerage services. *International Journal of Service Industry Management, 15*(3), 302-326.

Zeithaml, V. (2000). Service quality, profitability and the economic worth of customers: What we know and what we need to learn. *Journal of the Academy of Marketing Science, 28*(1), 67- 85.

TEACHERS' PSYCHOLOGICAL CAPITAL AND JOB PERFORMANCE: THE MEDIATING ROLE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

U. W. M. R. S. Kappagoda

Purpose – *The purpose of this study is to examine the psychological capital and job performance of the teachers and to investigate the mediating role of job satisfaction and organizational commitment in the relationship between psychological capital and job performance of teachers in Sri Lankan context.*

Design/methodology/approach – *Data were collected from 320 English medium teachers in Western, Southern, Central and North Central provinces in Sri Lanka. Structural equation modeling was used to assess the direct and mediating effects.*

Findings – *The author found that psychological capital has direct impact on job performance, job satisfaction and organizational commitment. Moreover, the mediating role of job satisfaction and organizational commitment between psychological capital and job performance was not confirmed.*

Practical implications – *The findings suggest that education sector should pay more attention to psychological capital in recruiting teachers and teacher training programs.*

Originality/value – *Despite the importance and state- like nature of psychological capital, its relationship with job performance and mediating role of work related attitudes has been largely ignored in Sri Lankan context. This study begins to fill this research gap by investigating the impact of psychological capital on job performance and the mediating role of job satisfaction and organizational commitment in the relationship between psychological capital and job performance.*

In the teaching learning process, the teachers' performance is one of the central constructs that play a crucial role in increasing the performance of the students and schools (Blazar & Kraft, 2017). Job performance is the observable behaviors that employees do in their jobs that are relevant to the goals of the organization (Campbell, McHenry & Wise, 1990). Among the different factors that influencing job performance, Psychological Capital (PsyCap) has gained increased attention over the last several years as a new approach to improve the performance of employees (Luthans, Youssef, & Avolio, 2007).

PsyCap is defined as an individual's psychological state of development (Luthans et al., 2005). Previous researchers have identified this as a more positive based, proactive approach to enhance the job performance by considering its positive link with work related attitudes, behaviors and outcomes (Newman et al. 2014). However, research on PsyCap in general, and PsyCap of teachers in particular, is largely ignored in Sri Lankan context. In addition, the global attention given on the mediators on the relationship between PsyCap and job performance is not in the considerable level (Tho, Phong & Quan, 2014). Newman et al. (2014) with their comprehensive review noted that previous research on PsyCap has mainly focused the antecedents and outcomes rather than on its mediators. There are very few research on this area in Sri Lankan context (Kappagoda, Othman & Alwis, 2014).

To the best of my knowledge, it is hard to find any research on the relationship between PsyCap and job performance or the mediating effect on the relationship between these two variables in education sector in Sri Lanka. To fill this gap, the researcher tests the potential mediating role of job satisfaction and organizational commitment on the relationship between PsyCap and job performance. Therefore, the current study has two goals: 1) to investigate the relationship between PsyCap and job performance, and 2) to examine the mediating role of job satisfaction and organizational commitment on the relationship between PsyCap and job performance. This study contributes to gather new knowledge to the literature by filling the research gap currently exist in the PsyCap and job performance research in Sri Lankan context.

* **Senior Lecturer, Faculty of Management Studies, Rajarata University of Sri Lanka, Sri Lanka.**

I. Review of Literature

Conceptual Framework

Figure 1 illustrates the conceptual framework. It explains the direct relationship between PsyCap and job performance and mediating effect of job satisfaction and organizational commitment on the relationship between PsyCap and job performance.

Figure 1: Conceptual Framework.
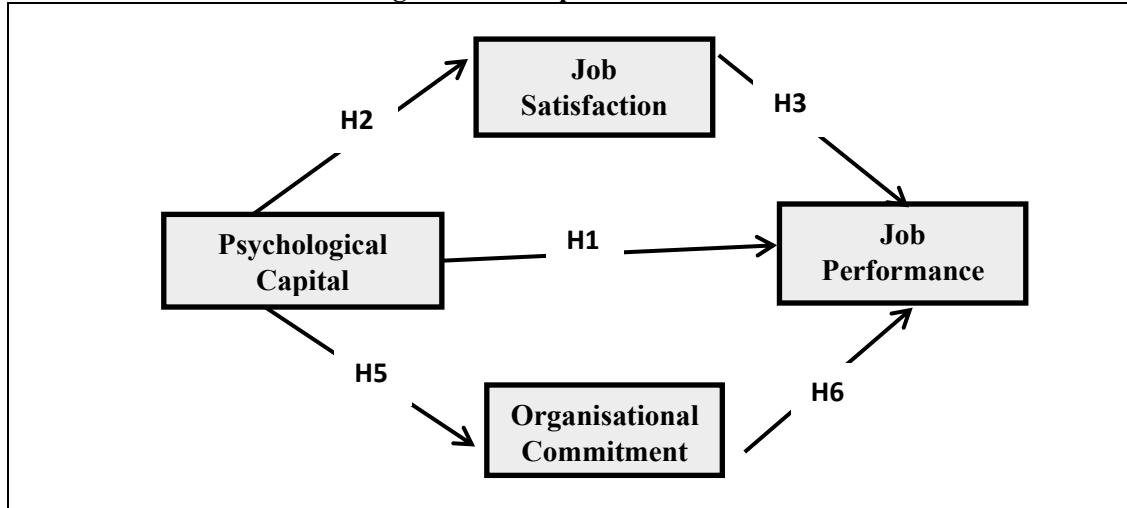
Psychological Capital

As a result of which, researchers have become more concerned about the positive psychological strengths and capacities of human capital rather than focusing on negativity or weaknesses, Luthans (2002a, 2002b) initiated to take the positive psychology movement to the work domain and developed the concept of Positive Organisational Behaviour (POB).

As one of the constructs of POB, Luthans, Youssef, & Avolio, (2007) developed the concept of Psychological Capital (PsyCap) and conceptualised it as; "An individual's positive psychological state of development that is characterised by self-efficacy, hope, optimism and resilience." PsyCap as well as each of its constituent resources has been considered as state-like in the positive psychological literature (Avey et al., 2011; Luthans et al., 2007). It can be concluded as a second order core construct (Luthans et al., 2007; Yousaf, Hanafiah & Usman, 2015; Bergheim et al., 2015).

Stajkovic and Luthans (1998) define self-efficacy as "an individual's convictions (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context". This concept is based on social cognitive theory of Bandura (1997). Snyder et al. (1991) define hope as "a cognitive set that is based on a reciprocally derived sense of successful (a) agency (goal-directed determination)

and (b) pathways (planning of ways to meet goals)" Agency is goal directed energy (Peterson & Byron, 2008) and pathway means planning to achieve goals (Snyder et al. 1996). In 2000, Snyder redefine hope as "both the willpower (agency) and the way power (pathways) that you have for your goals". The will power is the desire for the goals (Snyder, 2000). The way power involves the alternative ways and contingency plans to reach those goals as they forecast obstacles to achieve the expected goals (Snyder, 2000). These two powers operates in interrelated and combined manner to develop hope (Snyder, 2000).

Luthans, Youssef, & Avolio, (2007) define optimism as "a positive attribution a person has to succeed now and in the future". Luthans (2002) define resilience as "the psychological capacity to rebound, to 'bounce back' from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility". Resilience is the ability of a person to rebound quickly from setback or adversity.

PsyCap and job performance

A large number of research studies have examined the contribution of each of the construct of PsyCap on employee performance. It was found positive relationships between self-efficacy and job performance (Bergheim et al. 2015; Lai and Chen, 2012; Kappagoda, 2018), hope and job performance (Karatepe, 2014; Luthans, et al., 2007; Peterson & Byron, 2007), optimism and job performance (Bergheim et al.2015;

Chen, Wu, Wang, 2015) resilience and job performance (Luthans et al. 2007; Luthans et al., 2005; Kumari and Sangwan, 2015; Zhong, 2007).

Moreover, Researchers have found high correlation between overall PsyCap and performance outcomes than with any of its individual components by themselves (Luthans et al. 2007; Luthans et al. 2005). In addition to these finding, this positive relationship was established by researchers in different context (Avey, Reichard, Lutans & Mhatre, 2011; Peterson, Luthans, Avolio & Walumbwa, 2011; Walumbwa et al., 2009; Peterson et al. 2011; Mortazavi, Yazdi & Amini ,2012; Anjum, Ahmed & Karim ,2014; Tho, Phong & Quan, 2014; Durrah, Al-Tobasi, A'aqoulah, Ahmad 2016; Okolie & Emoghene, 2019). Based on these empirical findings the researcher suggests that teachers high in PsyCap would be persistent in their effort to perform well. Thus, I derived the following hypothesis:
H1. PsyCap has a positive impact on job performance.

PsyCap, job satisfaction and job performance
In reviewing the literature on the mediating effect of job satisfaction between PsyCap and job performance, the evidence is very limited. Larson et al., (2013) identifies the mediating effect of job satisfaction on the relationship between PsyCap and job performance. Durrah, Al-Tobasi, A'aqoulah, Ahmad (2016) have found a similar results in the sample of 110 instructors in Philadelphia University. Kappagoda, Othman & Alwis (2014) found the mediating effect of work attitudes (job satisfaction and organizational commitment) on the relationship between PsyCap and job performance with their sample of managerial and non-managerial employees in the banking sector in Sri Lanka.

Although research on job satisfaction as a mediator between PsyCap and job performance is scarce, the empirical evidence can be found to predict the positive relationships between PsyCap and job satisfaction, as well as job satisfaction and job performance. Baron and Kenny (1986) proposed several requirements that must be met before some variable can act as a mediator. Firstly, the independent variable must be a significant predictor of the dependent variable. Since the relationship related to PsyCap and job performance is discussed in the previous section, it can be assumed that PsyCap is a significant predictor of job performance. Secondly, an independent variable must be a significant predictor of mediator. Thirdly, a mediator must be a good predictor of a dependent variable.

Steven, Schulz, Jake & Messersmith (2014) investigated the impact of PsyCap on job satisfaction of truckload drivers using a 251 sample; they identified a positive relationship between PsyCap and job satisfaction. A similar result was found by Larson et al. in 2013. They identified a positive relationship

between PsyCap and job satisfaction with their research using the adult employees in the USA. Dirzyte et al. (2013) found a positive relationship between PsyCap and Job satisfaction in a sample of 197 employees in Lithuania. Stam (2012) examined the impact of PsyCap and job satisfaction in newly graduated nurses and found a positive relationship. Appollis (2010) stressed that the relationship between PsyCap and job satisfaction is strong and linear amongst the employees who worked in the tourism sector. Further, this finding indicate a highly self-confidence, hopeful, optimistic and resilient employees has a high level of job satisfaction. Kappagoda, Othman & Alwis (2014) found a positive relationship between PsyCap and job satisfaction in the sample of banking sector employees in Sri Lanka. Badran & Youssef-Morgan, (2014) found each dimension of PsyCap and integration effect of PsyCap are positively related to the job satisfaction of Egyptian employees. Basinska & Rozkwitalska (2020) with their sample of 137 individuals of Multinational Corporation found a positive relationship between PsyCap and happiness at work. In addition to these findings, researchers in different context found similar results (Cardinali & Naeem, 2019; Youssef & Luthans, 2007; Cetin, 2011; Luthans et al. 2007, Luthans et al.2008; Wu & Nguyen, 2019).

Judge, Thoresen, Bono, & Patton, (2001) found a positive correlation between job satisfaction and individual performance in their meta-analysis. Moshavi & Terborg (2002) revealed a positive relationship between job satisfaction and job performance among a sample of contingent and regular customer service representatives whilst, Spector (1997) suggest a potential relationship between satisfaction and performance. Pang & Chin-Shan Lu (2018) revealed a positive relationship between job satisfaction and job performance in the context of container shipping companies in Taiwan whilst, Platis, Reklitis and Zimeras (2015) found positive relationship between job satisfaction and job performance in healthcare services. They have used 26 nurses in the healthcare sector in Greece as the sample. Talasaz, Saadoldin & Shakeri (2014) conducted a research selecting 90 midwives working in healthcare sector in Iran and found positive relationship between job satisfaction and job performance. Perera, Khatibi, Nawarathna & Chinna (2014) have done a research in Sri Lankan context and found positive relationship between job satisfaction and job performance. In addition to these findings lots of researcher have found positive relationship between job satisfaction and job performance (Javed, 2014; Imran, Arif, Cheema & Azeem, 2014; Ahmad et al., 2014; Valaei & Jiroudi, 2016; Coggburn, Battaglio, Jr & Bradbury,2014; Soomro & Shah, 2019).

Based on the above empirical evidence and arguments, this research inferred that the PsyCap of the employees is significantly and positively correlated with job satisfaction;

whilst, and job satisfaction of the employees is positively correlated with their job performance. Based upon the literature review, the main argument of this section is to justify the mediating effect of job satisfaction between PsyCap and job performance. Based on the empirical findings discussed in this section, it can be predicted that there is a mediating effect of job satisfaction between PsyCap and Job performance. Thus the following hypotheses were proposed:

H2: PsyCap is positively & significantly correlated with job satisfaction
H3: Job satisfaction is positively & significantly correlated with job performance
H4: Job satisfaction mediates the PsyCap - job performance relationship

PsyCap, organizational commitment and job performance
In reviewing the literature on the mediating effect of organisational commitment between PsyCap and job performance, there is very little evidence found. Larson et al., (2013) identified a mediating effect of organisational commitment on the relationship between PsyCap and job performance. Hguyen & Ngo (2020) found similar result in a sample of 848 employees across provinces and cities in Vietnam. Kappagoda et al. (2014) found the mediating effect of organizational commitment on the relationship between PsyCap and job performance with their sample of managerial and non-managerial employees in the banking sector in Sri Lanka.

Although research on organisational commitment as a mediator between PsyCap and job performance is scarce, it can be argued that there exists a mediating effect due to organisational commitment between PsyCap and job performance due to the following three reasons; firstly, there is a positive relationship between PsyCap and job performance based on the discussions in the previous section. Secondly, according to the empirical evidence, PsyCap is positively correlated with organisational commitment. Finally, organisational commitment is positively correlated with job performance.

Most of the studies that have explored the relationship between PsyCap and organisational commitment found positive relationship. Amongst them, Steven et al. (2014) found a positive relationship between PsyCap and organisational commitment with their sample of 251 truckload drivers. Sahoo & Sia, (2015) found a positive significant relationship between PsyCap and organizational commitment of 276 employees from three manufacturing units in India. Ahmad et al., (2014) have found a positive effect between PsyCap, its four dimensions and organizational commitment. A similar result was found by Dirzyte in 2013. Luthans et al. (2005) identified that PsyCap is positively related to organisational commitment.

Similar to this finding, Youssef & Luthans (2012) found that the four constructs' of PsyCap correlated with organisational commitment; Luthans, Bruce, Avolio & Avey, (2008) also confirmed the ability of PsyCap to influence organisational commitment. Tang, Shao & Chan, (2019) revealed that PsyCap had positive effects on organizational commitment with the sample of 266 Chinese employees. Wu & Nguyen (2019) with their meta- analysis results using 105 primary studies published between 2000 and 2018 found a positive relationship between PsyCap and organizational commitment. Similar to these findings researchers in different context found a positive relationship between PsyCap and organizational commitment (Larson & Luthans, 2006; Youssef & Luthans, 2007; Cetin, 2011).

Several researchers have focused their studies on the relationship between organisational commitment and job performance. Organisational commitment has positively correlated with the job performance of industrial salespeople (Khan et al., 2010). In addition, Hakim (2015) identified highly committed employees as the high performing employees. Jaramillo et al., (2005) identified a positive correlation between Organisational commitment and job performance with the meta- analysis that was conducted using 51 empirical studies. Chen, Silverthrone & Hung (2006) found a positive correlation between Organisational commitment and job performance among accounting professionals. Rashid, Sambasvani &Joari (2003) examined 202 managers in Malaysian companies and they found that corporate culture and organisational commitment is correlated to job performance. A study by Chiu, Won, Christi & Bae (2019) found that positive relationship between organizational commitment and job performance with their sample of 254 employees at each of 12 municipal sport centers in Taipei City. In the recent past researchers have found positive relationship between organizational commitment and job performance (Ahmad, Javed & Hamad, 2014; Khan et al., 2010; Soomro & Shah, 2019).

Based on the empirical evidence and arguments, this research inferred that the PsyCap of the employees is significantly and positively correlated with organisational commitment and the organisational commitment of the employees is positively correlated with their job performance. Furthermore, the main argument of this section is to justify the mediating effect by organisational commitment on the relationship between PsyCap and job performance. Based on the empirical findings discussed in this and previous sections, it can be predicted that there is a mediating effect by organisational commitment on the relationship between PsyCap and Job performance. Therefore, I propose the following hypotheses:

H5: PsyCap is positively and significantly related with their organisational commitment

H6: Organisational commitment has a positive and significant influence over job performance

H7: Organisational commitment mediates the relationship between PsyCap and job performance

II. Research Design and Methods

Sample

The population of this study is the English medium teachers in the national schools in Sri Lanka. The total population is 2537. The sample consisted of 320 English medium teachers. In terms of demographics, there were more female teachers (86%) than male teachers. The majority of teachers (57%) were more than 40 years of age. 48% English medium teachers earned a university degree and 51% were trained teachers.

Procedure

A method of survey research was applied through a self-administered questionnaire as a data collection instrument. The data were obtained from 320 English medium teachers of Western, Southern, Central and North Central provinces who are working in National schools in Sri Lanka. The researcher directly contacted some teachers and asked them to fill the questionnaires but some occasions the researcher collected the questionnaires through the teachers who are appointed for coordinating the data collection. The survey was done within the time period of January to February, 2020.

Measures

PsyCap was comprised of four dimensions, namely, self-efficacy, hope, optimism, and resiliency. The PsyCap questionnaire developed by Luthans et al. 2007 was used to measure the teachers' PsyCap level. It was comprised 24 questions and included 06 questions for each construct. This questionnaire was validated by using the confirmatory factor analysis across multiple samples (Luthans, Avolio, Avey, & Norman, 2007; Avey, et al. 2010; Kappagoda et al. 2014). For the purpose of this study, task performance and contextual performance were used to measure job performance. The task performance instrument developed by Borman, Ackerman and Kubisiak's (1994) and the contextual performance questionnaire developed by Motowidlo and Van Scotter (1994) were used in this study. The task Performance instrument includes 9 questions; whilst contextual performance was measured using 16 items. This was validated by Kappagoda et al. (2014). The affective organization commitment questionnaire developed by Allen and Meyer (1996) and validated by Kappagoda et al. (2014) was used to measure the level of organization commitment of the teachers. It was comprised 08 questions. The questionnaire comprised 13 items was used to measures the job satisfaction. It was validated by Kappagoda et. al. in 2014. Each item of each construct is measured on a Likert scale of 1 to 5, where the value of 5 indicates a strong agreement, whilst a value of 1 indicates a strong disagreement to the statement.

III. Results and Discussion

Measurement model

The initial measurement model was reanalysed and the final measurement model was tested using 38 items. The absolute fit indices (GFI = 0.903, RMSEA = 0.046, RMR = 0.020) were within the accepted level, indicating model fit. At the same time, NFI, CFI, IFI and TLI were 0.853, 0.923, 0.924 and 0.915 respectively. These values further confirmed the model fit, since all the values are over the cutoff values for each index. In addition to the model fit indices, results of confirmatory factor analysis indicates that items for each construct firmly possess convergent validity as the standardised regression weights of all variables are consistent with the cutoff value of 0.5. The results further reveal that the relationship between each variable and factor are statistically significant. The five latent constructs are different because the correlations between latent constructs are not larger than 0.8 or 0.9. Larger correlations between latent constructs (greater than 0.8 or 0.9) suggest a lack of discriminant validity (Cunningham, 2008). The maximum correlation (between PsyCap and job performance) is 0.637; in this case there is no problem with the discriminant validity. The AVE values for all the constructs are greater than 0.5. Further to this the CR values are greater than the AVE values which indicates convergent validity.

Structural model

The χ^2 (653) value is 1428.79. The χ^2 / df is < 3. Absolute and incremental fit indices evidence a better fit of the model; in fact, a GFI value of 0.909 is a reasonable fit; indicating that the model has a good improvement over the based model. The absolute fit indices of RMSEA and RMR are reported with a value of 0.048 and 0.020, this indicates that they fit well with the model. In addition, the incremental index of CFI is reported with a value of 0.918; these values are above the general cutoff criteria of 0.90 and confirm that the model reasonably fit's with the data. The other two indices, IFI and TLI also record decent values (0.918 and 0.906) over 0.90 and further confirm the outcome of the other indices. AVE values for the entire constructs are greater than 0.5. Further to this, the CR values are greater than the AVE values which indicates the convergent validity.

Figure 2: Structural model.
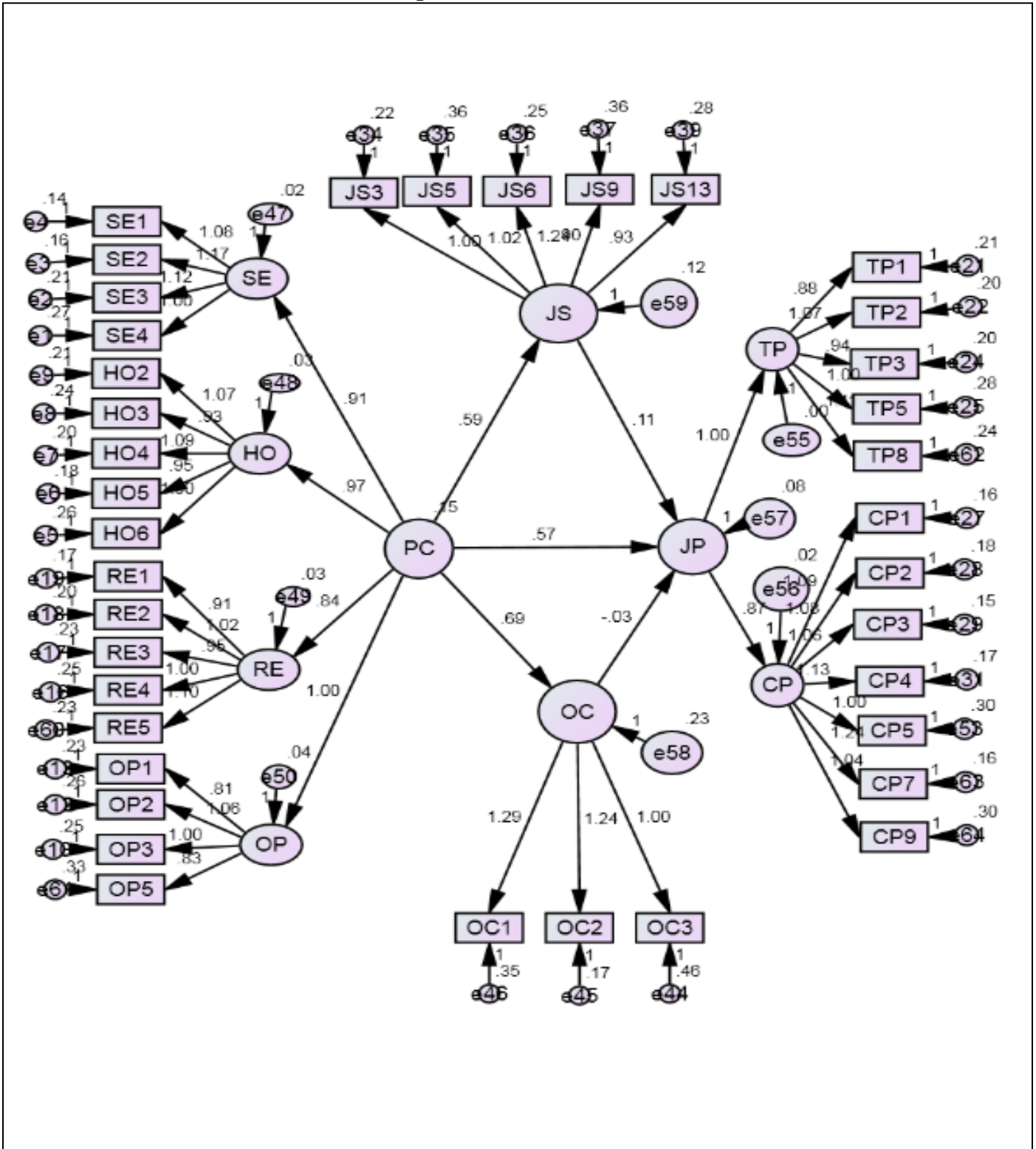
Hypotheses testing
The Results of the Hypotheses Testing

Table 1: The results of hypotheses testing.

	Hypothesized Paths			SRW	P
H1:	PsyCap	-->	Job performance	.596	***
H2:	PsyCap	-->	Job satisfaction	.548	***
H3:	Job satisfaction	-->	Job performance	.119	.040**
H5:	PsyCap	-->	Organizational commitment	.493	***
H6:	Organizational commitment	-->	Job performance	-.047	.366

Note: *** *p*-value is statistically significant at the 0.001 level
** *p*-value is statistically significant at the 0.05 level

Based upon the standardised regression weight and significant level shown in Table I1, PsyCap is positively & significantly correlated with job performance, thus H1 was supported. H2 proposes a positive relationship between PsyCap and job satisfaction. The estimated structural path between PsyCap and job satisfaction was significant (p < 0.001), thus H2 was supported. Consistent with H3, a positive relationship between job satisfaction and job performance was found (p < 0.05). The relationship between PsyCap and organizational commitment proposed in H5 was found significant (p < 0.001). H6 proposes that organizational commitment has a positive impact on job performance. The results reveal that this hypothesis was not support from the data (p > 0.001).

Testing the Mediating Effect
Job satisfaction as a mediator
The path between PsyCap and job performance (SRW = 0.622) is statistically significant (p < 0.001). When job satisfaction is introduced as the mediating variable to the model, the mediating model shows that the path between PsyCap and job satisfaction (SRW = 0.523) is statistically significant (p < 0.001); the path between job satisfaction and job performance (SRW = 0.123) is also statistically significant (p < 0.05). The path between PsyCap and job performance is still statistically significant (p < 0.001) but the β value has reduced from 0.628 to 0.573 after introducing job satisfaction to the model. Since the conditions that were proposed by Baron and Kenny (1986) for a mediator variable is satisfied, it can be assumed that job

satisfaction mediates the relationship between PsyCap and job performance. However, in accordance with Baron & Kenny (1986) which inherits the Sobel (1982) technique, the indirect effect should be higher than the direct effect to indicate the mediation effect occurs in structural modeling. To get the indirect effect, the standard regression weight of job satisfaction − PsyCap and job satisfaction −job performance should be multiplied; in this case, the indirect effect is 0.064 (0.523*0.123). The indirect effect is less than the direct effect. Thus, there is no mediating effect of job satisfaction on the relationship between PsyCap and job performance. Therefore, H4 was not supported.

Organizational commitment as a mediator
The path between PsyCap and job performance (SRW = 0.622) is statistically significant (p < 0.001). When organizational commitment is introduced as the mediating variable to the model, the mediating model shows that the path between PsyCap and organizational commitment is statistically significant (p < 0.001); the path between organizational commitment and job performance is not statistically significant; the path between PsyCap and job performance is statistically significant (p < 0.001). Since the conditions that were proposed by Baron and Kenny (1986) for a mediator variable are not satisfied, organisational commitment is not a mediator between PsyCap and job performance. Therefore, H7 was not supported.

Discussion and implication
As expected, PsyCap was positively and significantly correlated with job performance. In this study, PsyCap was defined as an individual's positive psychological state of development which is characterized by self-efficacy, hope, optimism and resilience. Job performance was defined as in role and extra role behaviors that people do in their jobs that are relevant to the goals of the organization. Therefore, the finding suggests that those teachers higher in PsyCap are more likely to engage in highly desirable behaviors that are directly relevant to the job task and extra role behaviors that are more beneficial to the educational sector. Those teachers who possess high PsyCap may be better performers in the schools. The result is in line with the work of other researchers.

According to the results, PsyCap has a positive and significant influence on job satisfaction (β = 0.548, p <0.001). The result obtained in this study suggests that English medium teachers who had high level of PsyCap were more satisfied with their jobs than teachers those who had low level of PsyCap. This finding was consistent with the earlier finding of Steven, Schulz, Jake & Messersmith (2014).

The results found that there is a positive, significant relationship between PsyCap and organisational commitment

($\beta = 0.493$, p <0.001). The results showed that the employees who are more confidence with their job, more hopeful, optimistic and resilience capacity, they understand the goals of the schools well, highly involve with the schools as an active member and deeply loyal to their schools. This finding is consistent with the results obtained by Larson and Luthans in 2006; Luthans et al., (2008).

The correlation between job satisfaction and job performance is weak, positive and significant ($\beta = 0.119$, p < 0.05). The finding of this study was not consistent with the results obtained by previous researchers. They found strong positive relationship between job satisfaction and job performance (Perera, Khatibi, Nawarathna & Chinna, 2014). However, in the educational sector in Sri Lanka, job satisfaction of the teachers is not a strong predictor of job performance. The other factors that influencing on job performance are more important than the job satisfaction in improving the job performance. However, the administrators thus far, considered job satisfaction as the most important factor on job performance.

On the other hand, the organizational commitment has not a positive and significant predictor of job performance in the education sector ($\beta = -0.047$, p >0.05. This finding is also not consistent with the results of the past research. According to the empirical evidence, the researchers found strong or moderate positive relationship between organizational commitment and job performance (Ahmad et al., 2014). The researcher considered only the affective commitment of the employees in this research. However, there were another two types of commitment (continuous and normative) have to be considered to measure organizational commitment. This may be one of the reasons for insignificant correlation between organizational commitment and job performance.

According to the results, there is no mediating effect of job satisfaction and organizational commitment on the relationship between PsyCap and job performance. The direct relationship between PsyCap and job performance is stronger than the mediating effect of job satisfaction and organizational commitment.

Theoretical implication

This study offers theoretical implications related to several areas. Based on the PsyCap research it was concluded that little is known about PsyCap and its impact on work outcomes, work attitudes and behaviours in different context (Luthans et al., 2011). By examining the PsyCap & its impact on job performance, job satisfaction and organizational commitment this research helps to address this deficiency. This study will help to generalize the result of PsyCap on job performance, job satisfaction and organizational commitment among different context in different countries. Finally, the researcher introduced job satisfaction and organizational commitment as the mediators to the established model of PsyCap - job performance. Previous researchers have pointed out the need to test the mediators & moderators between PsyCap and job performance. This study helps to address the existing gap introducing mediators to the model. And also the findings add new knowledge to the Sri Lankan literature.

Practical implication

The study also offers many practical implications for the education sector. Consisting with the previous research findings, this research found the ability of PsyCap of the teachers to increase their level of job performance, job satisfaction and organizational commitment. It can be used as performance enhancer and intrinsic motivators. Therefore enhancing PsyCap level of teachers in the education sector can create more benefits to the education sector. According to the findings, Job satisfaction and organizational commitment are not significant predictors of job performance. It stressed the administrators to think about the importance of positive psychological factors on job performance than traditionally accepted factors in education sector. In terms of the teacher training programmes, the decision makers need to make necessary arrangement to enhance the PsyCap level of the teachers.

IV. Conclusion

Limitation and future research

Like any research, this research study has several limitations that should be considered in the interpretation of the results and plan of future research. First, this study was relying on self-reported data. The survey was self-reported, and may include a response bias (Polit, & Beck, 2008) The level of PsyCap, job performance, job satisfaction and organisational commitment of employees were measured according to the respondents own attitudes. The better way to evaluate the employees' actual level of PsyCap is from another teacher or administrator; the immediate supervisor is the better evaluator of teachers' job performance. In future research obtaining data using supervisory rated measures will be benefited. Second, PsyCap, job performance and work related attitudes (job satisfaction, organizational commitment) were the major variables of interest in this research. However, exploration of how PsyCap regulates other areas in an organisation and life may be fruitful. For example, the question of how PsyCap affects leadership styles, withdrawal intention, turnover, family conflict, stress, emotional intelligence etc. Third, some teachers have higher levels of PsyCap than others. It is very important to understand why some techers have higher level of PsyCap than the others. This understanding will help the organisations to change their strategies on both types of individuals who are high and low in PsyCap. Therefore, future research should focus on examining the antecedents of PsyCap. This research study examined the mediating effect of job satisfaction and organisational

commitment. Future research is needed to examine the other potential mediators and moderators, such as organisational culture, leadership styles and demographic variables. In closing, the sample was collected from the English medium teachers who are working in four provinces in Sri Lanka. This selection may limit the generalizability of the findings. The future researchers can expand the sample to the other provinces selecting Sinhala and Tamil medium teachers with English medium teachers.

References

Avey, J. B., Reichard, R. J., Luthans, F. & Mhatre, K. H. (2011). Meta-analysis of the Impact of Positive Psychological Capital on Employee Attitudes, Behaviors, and Performance. *Human Resource Development Quarterly, 22* (2), 127 – 152.

Avey, J.B., Nimnicht, J.L., & Pigeon, N.G. (2010). Two field studies examining the association between positive psychological capital and employee performance. *Leadership & Organizational Development Journal, 31*(5), 384–401.

Ahmad, N., Iqbal, N., Javed, K., & Hamad, N. (2014). Impact of Organizational Commitment and Employee Performance on the Employee Satisfaction. *International Journal of Learning, Teaching and Educational Research, 1*(1), 84-92.

Anjun, A.N.,Ahmed, S.J., & Karim,J. (2014). Do psychological capabilities really matter? The combined effect of psychological capital and peace of mind on work centrality & inrole performance. *Pakistan Journal of commerce & social science, 8*(2), 502-520.

Appollis, V.P. (2010). The relationship between intention to quit, psychological capital and job satisfaction in the tourism industry in the Western Cape. *Unpublished dissertation*, University of the Western Cape, South Africa.

Ahmad, N., Iqbal, N., Javed, K., & Hamad, N. (2014). Impact of Organizational Commitment and Employee Performance on the Employee Satisfaction. *International Journal of Learning, Teaching and Educational Research, 1*(1), 84-92.

Badran, M.A., & Youssef- Morgan, C.M. (2014). Psychological capital and job satisfaction in Egypt. *Journal of Managerial psychology, 30*(3), 354-370.

Bandura, A. (1997). Self-efficacy: *The Exercise of Control*, New York: Freeman.

Bandura, A., & Locke, E. (2003). Negative self-efficacy and goal effects revisited, *Journal of Applied Psychology, 88*, 87-99.

Baron, R.M., & Kenny D.A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173-1182.

Basinska, B.A., & Rozkwitalska, M. (2020). Psychological capital and happiness at work: The mediating role of employee thriving in multinational corporations. *Current Psychology*, https://doi.org/10.1007/s12144-019-00598-y

Bergheim, K., Nielsen, M. B., Mearns, K., & Jarle Eid, J. (2015). The relationship between psychological capital, job satisfaction, and safety perceptions in the maritime industry. *Safety Science, 74*, 27–36.

Blazar, D., & Kraft, M.A. (2017). Teacher and teaching effect on students' attitudes and behaviors. *Educational Evaluation and Policy Analysis, 39* (1), 146–170.

Borman, W. C., Ackerman, L. D., & Kubisiak, U. C. (1994). Development of a performance rating program in support of Department of Labor test validation research, (Contract Nos. 93-2 and 93-3). Sacramento, CA: Cooperative Personnel Services.

Campbell, J. P., McHenry, J. J., & Wise, L. L. (1990). Modeling job performance in a population of jobs. *Personnel Psychology, 43* (2), 313-333.

Cardinali, I., & Naeem, K. (2019). The Relationship between Psychological Capital, Job Satisfaction and Understanding of Organizational Work Environment. *Electronic Business Journal,* 18 (5), 11-18.

Carver, C. S., Smith, R. G., Antoni, M. H., Petronis, V. M., Weiss, S., & Derhagopian, R.P. (2005). Optimistic personality and psychosocial well-being during treatment predict psychosocial well-being among long-term survivors of breast cancer, *Health Psychology, 24*, 508-516.

Cetin, F. (2011). The Effects of the Organizational Psychological Capital on the Attitudes of Commitment and Satisfaction: A Public Sample in Turkey, *European Journal of Social Sciences, 21* (3), 373-380.

Chen, T.J., Wu, C.M. & Wang, Y.C. (2015). Impact of Transformational Leadership Behaviors and Psychological Optimism on Subordinate Performance in Taiwan's Tourism Hotel Industry. *Open Journal of Social Sciences, 3*, 174-179.

Chiu, W., Won, D., & Bae, J. (2020). Internal marketing, organizational commitment, and job performance in sport and leisure services. *International journal of Sport, Business and Management.* 10 (2), 105-123.

Coggburn, J.D. R., Battaglio, Jr. R.P., & Bradbury, M.D. (2014). Employee job satisfaction and organizational performance: the role of conflict management. *International journal of organization theory and behavior.* 17 (4), 498-530.

Dizyte, A., Patapas, A., Smalskys, V., & Udaviciute, V. (2013). Relationship between organizational commitment, job satisfaction, and positive psychological capital in Lithuanian organization. *International journal of Business and Social Sciences, 4*(12), 115-122.

Durrah, O., Al-Tobasi, A., A'aqoulah, A, & Ahmad. (2016). The Impact of the Psychological Capital on Job Performance: A Case Study on Faculty Members at Philadelphia University. *International Review of Management and Marketing*, 6 (2), 183-191.

Hakim, D, (2015). Effect of Organizational Culture, Organizational Commitment to Performance: Study in Hospital of District South Konawe of Southeast Sulawesi. *The International Journal of Engineering and Science, 4*(5), 33-41.

Imran H., Arif I., Cheema S., & Azeem M. (2014). *Entrepreneurship and innovation management journal,* 2(2):135- 44.

Jaramillo, F., Jay Prakash, M., & Marshall, G. W. (2005). A Meta-Analysis of the Relationship between Organizational Commitment and Salespeople Job Performance: 25 Years of Research, *Journal of Business Research, 58* (6), 705–714.

Javed, M. (2014). Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions. *International Journal of Learning & Development, 4*(2), 121-140.

Judge, T. A., Jackson, C. L., Shaw, C. V., Scott, B. A., & Rich, B. L. (2007). Self-Efficacy and Work-Related Performance: The Integral Role of Individual Differences. *Journal of Applied Psychology, 92*, 107–127.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review, *Psychological Bulletin, 127*, 376–407.

Kappagoda, U.W.M.R.S (2018) Self-Efficacy, Task Performance and Contextual Performance: A Sri Lankan Experience. *Journal of Human Resource and Sustainability Studies*, **6(2)**, 157-166.

Kappagoda, S., Othman, P. Fithri, H. Z., & Alwis, G. D. (2014). Psychological capital and job performance: the mediating role of work attitudes. *Journal of Human Resource and Sustainability Studies*, 2(2), 102-116.

Karatepe, O. M. (2014). Hope, Work Engagement, and Organizationally Valued Performance Outcomes: An Empirical Study in the Hotel Industry, *Journal of Hospitality Marketing & Management, 23*(6), 678-698.

Khan M.R., Ziauddin, Jam F.A. and Ramay M.I. (2010). The Impacts of Organizational Commitment on Employee Job Performance. *European Journal of Social Sciences. 15*(3), 292-298.

Kumari, P., & Sangwan, V.(2015). A Study on Impact of Resilience Capacity on Job Performance of Executives in the Pharmaceutical Industry. *International Journal of Management and Social Sciences Research. 4*(4), 27-34.

Larson, M.D., Norman, S.M. Larry, Hughes W.H. Avey, J.B. (2013). Psychological capital: A new lens for understanding employee fit and attitudes. *International Journal of Leadership Studies, 8*(1), 28-43.

Luthans, F. (2002), Organisational behaviour (*9th ed.*). New York:McGraw-Hill.

Luthans, F. (2002a), Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management Executive, 16*(1), 57-75.

Luthans, F. (2002b). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior, 23* (6), 695-706.

Luthans, F., Avolio, B.J., Walumbwa, F.O., & Li, W. (2005). The psychological capital of Chinese workers: exploring the relationship with performance. *Managerial and Organization Review, 1*, 247-269.

Luthans, F., Norman, S.M., Avolio, B.J., & Avey, J.B. (2008). The mediating role of psychological capital in the supportive organizational climate: Employee performance relationship. *Journal of Organizational Behavior, 29*, 219-238.

Luthans, F. Youssef, C. M. and Avolio, B. J. (2007), Psychological capital: Developing the human competitive edge, Oxford, UK, Oxford University Press.

Mortazavi, S., Yazdi, S., & Amini, A. (2012). The Role of the Psychological Capital on Quality of Work Life and organization performance. *Interdisciplinary Journal of Contemporary Research in Business, 4*(2), 206-217.

Moshavi, D. & Terborg, J.R. (2002). The job satisfaction and performance of contingent and regular customer service representatives: A human capital perspective. *International Journal of Service Industry Management, 13* (4), 333-347.

Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology, 79*, 475-480.

Newman, A., Ucbasaran, D., Zhu, F., & Hirst, G. (2014). Psychological capital: A review and synthesis. *Journal of Organizational Behavior, 35*, 120-138.

Nguyen, H.M., & Ngo, T.T. (2020). Psychological Capital, Organizational Commitment and Job Performance: A Case in Vietnam. *Journal of Asian Finance, Economics and Business, 7*(5), 269 – 278.

Okolie, U.C., & Emoghene, A.K. (2019). Psychological Capital and Employee Performance in Federal Neuro-

Psychiatric Hospital, Benn City, Edo State, Nigeria. *International scientific journal*, 117,122-136.

Pang, K., & ShanLu, C. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1),36-52.

Perera, G.D.N., Khatibi, A., Navaratna,N., & Chinna.K.(2014). Job Satisfaction and Job performance among factory employees in apparel sector. *Asian journal of management sciences & education, 3*(1). 96-104.

Peterson, C. (2000). The future of optimism. *American Psychologist, 55*, 44-55.

Peterson, S. J., & Byron, K. (2008). Exploring the role of hope in job performance: Results from four studies. *Journal of Organizational Behavior, 29,* 785-803.

Peterson, S. J., & Luthans, F. (2003). The positive impact and development of hopeful leaders. *Leadership & Organization Development Journal, 24*(1), 26-31.

Peterson, S. J., Luthans, F., Avolio, B. J., Walumbwa, F. O., & Zheng, Z. (2011). Psychological capital and employee performance: A latent growth modeling approach. *Personnel Psychology, 64*, 427–450.

Platisa, C., Reklitisb, P., & Zimeras S. (2015). Relation between job satisfaction and job performance in healthcare Services, *Procedia - Social and Behavioral Sciences 175*, 480 – 487.

Rashid, M. Z. A., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of Management Development, 22*(8), 708-728.

Seligman, M.E.P. (1995). The effectiveness of psychotherapy:

Snyder, N. F. R., S. C., Derrickson, S. R., Beissinger, J. W., Wiley, T. B., Smith, W. D., Toone. B., & Miller. (1996). Limitations of captive breeding in endangered species recovery. *Conservation Biology, 10*, 338–348.

Soomro, B.A., & Sha, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance. *South Asian Journal of Business Studies,* 8 (3), 266-282.

Spector, P. (1997). Job Satisfaction: Application, Assessment, Causes and Consequences. California:Sage.

Stajkovic, A. D., & Luthans, F. (1998a). Self-efficacy and work-related performance: A meta-analysis. *Psychological Bulletin, 124*, 240-261.

Stam, J. (2012). Linking Psychological Capital, Structural Empowerment and Perceived Staffing Adequacy to New Graduate Nurses' Job Satisfaction (2012).

Electronic Thesis and Dissertation Repository. Paper 939.

Steven A. Schulz , Kyle W. Luthans , Jake G. Messersmith , (2014). Psychological capital: A new tool for driver retention, International Journal of Physical Distribution & Logistics Management, 44(8/9), 621 – 634

Talasaz, H. Z., Saadoldin, N.S., & Shakeri, T. M. (2014). The Relationship Between Job Satisfaction and Job Performance Among Midwives Working in Healthcare Centers of Mashhad, Iran, *Journal of Midwifery and Reproductive Health*, 2 (3), 157-164.

Tang, Y., Shao, Y. F., & Chen, Y. J. (2019). Assessing the Mediation Mechanism of Job Satisfaction and Organizational Commitment on Innovative Behavior: The Perspective of Psychological Capital. *Frontiers in psychology*, 10, 2699.

Tho, N.D., Phong, N.D., & Quan, T.H.M. (2014). Marketers' psychological capital and performance: The mediating role of quality of work life, job effort and job attractiveness. *Asia-Pacific Journal of Business Administration,* 6 (1), 36 – 48.

Valaei, N., & Jiroudi, S. (2016). Job satisfaction and job performance in the media industry: A synergistic application of partial least squares path modelling. *Asia Pacific Journal of Marketing and Logistics*, 28(5), 984-1014.

Walumbwa, F. O., Cropanzano, R., & Hartnell, C. A. (2009). Organizational justice, voluntary learning behavior, and job performance: A test of the mediating effects of identification and leader–member exchange. *Journal of Organizational Behavior, 30*, 1103–1126.

Wu, W.-Y., & Nguyen, K.-V.H. (2019).The antecedents and consequences of psychological capital: a meta-analytic approach, *Leadership & Organization Development Journal*, 40 (4), 435-456.

Yousaf, U., Hanafiah. M. H., & Usman, B. (2015). Psychological Capital: Key to Entrepreneurial performance and Growth Intentions. *International Research Journal of Social Sciences,* 4 (9), 39-45.

Youssef, C.M., Luthans, F., (2012). Psychological capital. Meaning, findings and future directions. In: Cameron, K.S., Spreitzer, G.M. (Eds.), The Oxford Handbook of Positive Organizational Scholarship. Oxford University Press, New York, 17–27.

Zhong, L.F. (2007) The Influence That Psychological Capital Exerts on the Employee's Job Performance, Organizational Commitment and Organizational Citizenship Behavior. Journal of Psychology, 33, 328-334.

DO RATING CHANGES SIGNAL ABNORMAL RETURNS IN STOCK? EVIDENCE FROM INDIA

Vandana Gupta*

Purpose: This study attempts to assess if rating changes: both downgrades and upgrades impact the stock prices and lead to abnormal stock returns.

Design/methodology/approach: For this, we identified 60 firms which had undergone rating changes (both upgrades and downgrades) for three instruments: bank loans, non-government debt and letter of credit between FY 17-FY20. We applied event study methodology for further analysis.

Findings: In the first step of analysis we observed that the upgrades of ratings did lead to positive returns on stock prices while rating downgrades, (contrary to the pressure price hypothesis) show no impact on the stock prices. For specific instruments we observed that while for bank loans, there is no statistically significant impact of ratings upgrade of on stock prices; there is a positive impact of ratings upgrade of non-government debt and letter of credit on stock prices. For rating downgrades, there is no impact of ratings downgrade of term Loans and non-government debt on stock prices; while for LCs, the impact is positive.We conclude that Indian markets do not show strong form of efficiency as there is a positive impact of ratings upgrade on stock prices.

Originality/value: This is the first study that analyses for rating changes impact for three instruments which include fund-based and non-fund based, and not related to public debt for which external ratings are mandated. Our findings are also contrary to prior works that stated that rating downgrades convey additional information. Our as there is no impact on stock prices while for specific instruments, rating upgrades do lead to abnormal returns. We conclude that ratings do not always communicate any additional information to the capital markets and greater disclosure of information by them will instil confidence in investors and pave the way for development of capital markets.

Credit Ratings

Credit Rating is one of the most important indicators of credit risk in corporate debt instruments. It is a tool that enables the investor to differentiate between debt instruments on the basis of their underlying credit quality. It is specific to a debt instrument and is intended as a grade, and an analysis of the credit risk associated with the particular instrument. The rating of a debt instrument broadly examines three factors

1. The probability of default,
2. The terms and character of the security and
3. The degree of protection that can be granted to investors if the security issuer faces liquidation.

The demand for credit ratings can be explained by their relatively efficient provision of information. Rating Agencies play a pivotal role in serving as financial intermediaries between the issuers and investors and in development of the capital markets. Ratings contain both public and private information about the underlying firms or bonds. Thus, ratings, as a tool, can be used to comprehend both current and future credit worthiness of the bonds or firms.

Given the intrinsic nature of credit ratings as simplicity, comparability and accessibility, there is a wide applicability of these ratings. Over time, they have become a critical element affecting decision-making on investment and financing since their inception. Some of the common applications of credit ratings are that they provide the investor with risk-return analysis in deciding among the instruments of investments thereby giving the investor wider choice of instruments and independence of investment decisions. Ratings safeguard to a large extent against bankruptcy. The intermediaries have better and more efficient avenues for accessing funds. Improvement in credit management and credit quality of issuers helps in estimating the historical default rates for different categories of issuers/companies.

Thus, it provides a cushion or protection to existing and potential investors, and paves the way for fund managers in effective credit portfolio management. Some financial

* **Professor- Finance and Accounting, FORE School of Management, New Delhi, India**

regulators vary capital requirements with the riskiness of an institution's assets, as measured in part by the credit ratings assigned to its investments.

Different Market Hypothesis
Efficient Market Hypothesis
- It states that share prices reflect all information, and stocks always trade at their fair value on exchanges

Issuer Hypothesis
- Downgrades have a larger impact on non-financial firms because financial issuers have stricter disclosure rules and more widespread analysts' coverage and it is expected that the firms that belong to non-financial react stronger on a credit rating change.

Price Pressure Hypothesis
- This theory explains that there isn't a significant upside in the stock price if there's an upgrade, but there could be a significant decline in the stock price if the downgrade pushes the debt in the speculative/junk category

Differential Information Hypothesis
- It is generally the size of the company determines the reaction of the stock to a rating upgrade or downgrade with large firms exhibiting lower abnormal returns due to the availability of information in public domain.

Objective of the study
- To study and analyse the movement of share prices before and after the announcement of change in ratings and to identify whether rating changes signify any new information which can be observed in the abnormal returns on the stock
- To analyse for abnormal returns in stocks for rating changes, individually for each instrument under study.
- To determine whether Indian markets show strong form of market efficiency or not

I. Review of Literature

The link between credit rating changes and stock prices is well established in the literature and the consensus is that the market response is asymmetric and conditional on the event type, with rating downgrades having a greater impact than rating upgrades on the stock prices of firms (Hand et al., 1992) Jorion and Zhang (2007) analysed the impact of ratings on stock returns by computing the Cumulative Abnormal Return (CAR). Positive average CAR was found for upgraded companies as compared to downgraded companies. Lal and Mitra (2011) found evidence of negative abnormal returns post downgrades and no effect for upgrades for long-term instruments on a sample of companies in India during the period from April 2002 to March 2008.

Sehgal and Mathur (2013) examined 70 rating revisions by CRISIL and ICRA between November 2003 and February 2011 and found significant pre-event returns for downgrades and post-event returns for upgrades.

Chava et al (2012) studied the impact of rating downgrades on stock prices when the firm trades in credit default swap contracts on its debt. Their empirical findings were that rating downgrades where CDS is traded impacts stock prices marginally as compared to firms where CDS is not traded. They concluded that stock and bond markets do not perceive credit ratings to be as informative when CDS spread is identified as a firm's default risk measure.

Mokoaleli-Mokoteli and Mongalo (2017) conducted research on rating changes for firms listed on Johannesburg Stock Exchange and concluded that while upgrades in ratings have no impact on stock prices, rating downgrades provide negative signal to the company. Rafay et al (2018) in their study examine the relationship between credit ratings and stock returns for firms listed on the Taiwan stock exchange; with their results supported the signalling theory.

Reddy et al (2019) examined rating changes for US firms and reaffirmed that while upgrades do not impact stock prices, downgrades in ratings do have a negative impact on stock prices. They also found that reactions to rating changes differ across rating agencies and also from investment to speculative grade or within investment grade.

Figlioli et al (2019) examine whether the stock prices reflect the relevant information on the companies'current and potential credit ratings with respect to companies listed at the Brazilian Stock Exchange. The results were that the stock prices are embedded with information on the alterations of the companies´ current credit ratings regarding the upgrade, but also reflect, with certain anticipation, the potential credit ratings. Patrycja Chodnicka – Jaworska (2019 on comparing the Chinese and US big 3 agencies, confirmed that credit rating changes influence stock prices in both upgrades and downgrades. They concluded that banks stocks react more sharply as compared to non-financial institutions to any change in credit ratings. They concluded that credit rating changes significantly influence the abnormal rates of return, but the degree of change impactedis a function of the type of credit ratings.

Krishnan et al (2020) analysed the stock market responses to rating changes in the pre and post global financial crisis era. Their findings were that stock prices were impacted less by rating changes in the post global crisis era and that cumulative abnormal returns were not significantly different between the

two time periods chosen for the study. In the pre-crisis period, there is evidence of an overall negative market reaction to rating change announcements. They also stated that the overall negative market reaction to rating revisions is more pronounced within the investment category compared to the speculative category. An overview of the extant literature suggests that there is still no consensus on the information content of credit ratings, which provides an arena for further exploration.

II. Research Design and Methods

Data
The data consists of firms from BSE 500 index from FY 2017 to FY 2020. Daily share prices are taken and these prices are adjusted for stock splits and dividends. Our final sample includes 60 firms; 30 companies upgraded and 30 companies downgraded. We've used the Prowess IQ database to gather the relevant data.

The credit ratings agencies considered for our purpose are:
- CRISIL
- ICRA
- IND-RA
- CARE

The debt instruments considered for rating change are:
- Term Loans
- Non-government debt
- Letter of Credit

Hypothesis of the Study
H0: Credit rating changes do not impact stock prices
H1: Credit rating changes impact stock prices

Event Study Methodology
An event study analysis is an empirical analysis performed on a security to examine the impact of a significant catalyst occurrence or contingent event on the value of that security. The underlying assumption for this is that the market processes information about the event in an efficient and unbiased manner. Over the years, several events have been examined, which include announcements of mergers and acquisitions, earnings announcements, issues of new debt and equity.

Estimation window and Event window
We identified the timeframe of the event that we are interested in studying. Estimation window of T-120 to T-30 has been taken to estimate Alpha and Beta between stock prices and the Index (BSE 500). The event window was selected in a way that it isn't too long to encompass other events or too small, which would fail to capture the abnormality in the returns of the stock completely. In our case, this corresponds to the date of rating change of the stock and the immediate duration prior and post the rating change (20 days). Thus, we've considered an event window of 41 days. Event window of T-20 to T+20 has been taken to estimate expected returns and abnormal returns.

Estimating expected returns and abnormal returns
Once the timeline of the event was decided, the next step is to decide the benchmark for comparing the stock returns with the market returns. We've considered the BSE 500 index as our benchmark since it has a portfolio of stocks spread across various sectors and would be a good indicator to measure the overall market returns. We use Linear Regression to calculate the expected returns of a specific stock from T-120 days to T-30 days and then compared the actual returns with abnormal returns.

The expected returns are given by:
$$E\left(R_{jt}\right) = \alpha_J + \beta_J R_{MT}$$

Where, E (Rjt) gives the expected return on security "j" on day "t"
αj is the intercept (Mean return over the period not explained)
Rmt is the return of Nifty 500 on day "t"
βj represents the slope of the regression
The daily return of the stock is given by
$$R_{jt} = ln\left(P_{jt}/P_{jt} - 1\right)$$

Where, Rjt gives the daily return on security "j" on day "t"
Pjt will be the closing price of the security "j" on day "t"
Pjt-1 will be the closing price of the security "j" on day "t-1"
The abnormal return of a stock is given by the difference between the actual stock return and the expected return of the stock on day t.

$$AR_{jt} = R_{jt} - E\left(R_{jt}\right)$$

Where, ARjt is the abnormal return
The average abnormal return is calculated using:

$$AARt = \sum_{j=1}^{N} \frac{ARjt}{N}$$

Where AARt is the abnormal returns averaged across firms for day t, N represents the total number of stocks in the sample. To calculate the total effect of the event across the firms, we calculate the Cumulative Average Abnormal Returns or CAAR. The Cumulative Average Abnormal Returns is calculated using:

$$CAAR = \sum_{t=-30}^{30} AARt$$

Parametric Significance test

To understand the statistical significance of AARs and CAARs, we have used Parametric t-statistic. The Parametric t-statistic is tested at a 95 percent level of significance, and since the number of days we've considered on either side of the rating change is 20, the degree of freedom is equal to 19.

The t-test statistic for AARs is given by

t = AARt/ σAARt (Standard error of AAR)

where, AAR = average abnormal return,σAARt = standard error of average abnormal return.

The standard error is calculated by:SE = σ/√n; Where, S.E = standard error, σ = standard deviation, n = number of observations

Companies upgraded and downgraded

The list of companies upgraded and downgraded with the corresponding rating changes for each instrument is given from Tables -1 to Table 6.

Table 1: List of companies for rating upgrade of term loans.

Company Name	Date	Agency	Instrument	Grade	Rating	Status
Aarti Industries Ltd.	2/13/2020	IND-RA	Term loans	High Safety	AA(ind)	Upgraded
Deepak Nitrites	8/22/2019	CARE	Term loans	Moderate Safety	BBB-	Upgraded
C C L Products (India) Ltd.	7/9/2020	IND-RA	Term loans	High Safety	AA-(ind)	Upgraded
GGL	12/24/2019	CRISIL	Term loans	High Safety	AA+	Upgraded
K N R Constructions Ltd.	7/3/2019	IND-RA	Term loans	High Safety	AA-(ind)	Upgraded
P V R Ltd.	1/31/2020	CRISIL	Term loans	High Safety	AA	Upgraded
Parag Milk Foods Ltd.	7/11/2019	ICRA	Term loans	Adequate Safety	A+	Upgraded
Uflex Ltd.	12/31/2019	ICRA	Term loans	Adequate Safety	A+	Upgraded
J K Paper Ltd.	6/27/2019	CRISIL	Term loans	Highest Safety	A 1+	Upgraded
Varun Beverages	10/14/2019	CARE	Term loans	Moderate Safety	A 3	Upgraded

Table 2: List of companies for rating upgrade of non-government debt.

Company Name	Date	Agency	Instrument	Grade	Rating
Alkali Metals Ltd.	7/11/2019	ICRA	Non-government debt	Inadequate Safety	BB+/A4+
Mawana Sugars Ltd.	9/10/2019	CARE	Non-government debt	Inadequate Safety	BB+/A4+
Adani Power Ltd.	1/23/2020	CARE	Non-government debt	Moderate Safety	BBB-/A3
Venky'S (India) Ltd.	1/8/2020	CARE	Non-government debt	Adequate Safety	A/A1
S R F Ltd.	5/24/2019	IND-RA	Non-government debt	High Safety	AA+/A1+
Vinati Organics Ltd.	8/9/2019	CARE	Non-government debt	High Safety	AA/A1+
ADP Ltd	4/29/2020	IND-RA	Non-government debt	High Safety	AA+/A1+
Gujarat Gas Ltd.	4/29/2020	CARE	Non-government Debt	High Safety	AA+/A1+
Ponni Sugars (Erode) Ltd.	2/7/2020	CARE	Non-government debt	Inadequate Safety	BB/A4
G T N Industries Ltd.	15-11-2019	ICRA	Non-government debt	High Risk	B/A4

Table 3: List of companies for rating upgrade of letter of credit.

Company Name	Date	Agency	Instrument	Grade	Rating
Tata Power Solar Systems Ltd.	9/9/2019	ICRA	Letter Of credit	Adequate Safety	A 1+
Jindal Steel & Power Ltd.	1/30/2020	CRISIL	Letter Of credit	Moderate Safety	BBB
V I P Industries Ltd.	12/30/2019	CRISIL	Letter Of credit	High Safety	AA
Solar Industries India Ltd.	12/24/2019	CRISIL	Letter Of credit	High Safety	AA+
V R L Logistics Ltd.	5/31/2019	ICRA	Letter Of credit	Adequate Safety	A+
Premier Polyfilm Ltd.	20-01-2020	CRISIL	Letter Of credit	Adequate Safety	A+
UFL	31-12-2019	IND-RA	Letter Of credit	Highest Safety	F1(ind)
Celebrity Fashions Ltd.	30-06-2020	CRISIL	Letter Of credit	High Risk	A 4+
Butterfly Gandhimathi Appliances Ltd.	27-12-2019	CRISIL	Letter Of credit	High Safety	A 2
Rama Phosphates Ltd.	25-12-2019	CARE	Letter Of credit	Moderate Safety	A 3+

Table 4: List of companies for rating downgrade of term loans.

Company Name	Date	Agency	Instrument	Grade	Rating
Bharti Airtel Ltd.	11/25/2019	ICRA	Term loans	High Safety	AA-
Century Plyboards (India) Ltd.	6/19/2020	CRISIL	Term loans	Moderate Safety	BBB+
Himatsingka Seide Ltd.	3/27/2020	CRISIL	Term loans	Adequate Safety	A-
Infibeam Avenues Ltd.	9/27/2019	ICRA	Term loans	Adequate Safety	A-
Spicejet Ltd.	3/27/2020	CRISIL	Term loans	High Risk	B
Infotech	6/27/2020	IND-RA	Long term Loans	Adequate Safety	A-(ind)
Canara Bank	4/26/2019	ICRA	Long term Loans	High Safety	AA+
India bulls Housing Finance Ltd.	8/30/2019	ICRA	Long term Loans	High Safety	AA+
Arvind Fashions Ltd.	9/20/2019	CARE	Long term Loans	Adequate Safety	A/A1
Hindustan Aeronautics Ltd.	12/26/2019	CARE	Long term Loans	High Safety	AA+/A1+

Table 5: List of companies for rating downgrades of non-government debt.

Company Name	Date	Agency	Instrument	Grade	Rating
Omaxe Ltd.	3/4/2020	CARE	Non-government debt	Inadequate Safety	BB+/A4+
Ashok Leyland Ltd.	6/5/2020	CARE	Non-government debt	High Safety	AA/A1+
Future Consumer Ltd.	15-05-2020	CARE	Non-government debt	Adequate Safety	A-
G E T & D India Ltd.	18-02-2020	ICRA	Non-government debt	Adequate Safety	A+/A1+
AFL	20-09-2019	CARE	Non-government debt	Adequate Safety	A/A1
Hindustan Aeronautics Ltd.	26-12-2019	CARE	Non-government debt	High Safety	AA+/A1+
Bharat Electrics	27-06-2020	CARE	Non-government debt	High Safety	AA/A1+
J K Tyre & Inds. Ltd.	27-06-2020	IND-RA	Non-government debt	Adequate Safety	A-/A2+
Hindustan Copper Ltd.	28-07-2020	ICRA	Non-government debt	High Safety	AA/A1+
D B Corp Ltd.	29-05-2020	CARE	Non-government debt	High Safety	AA+/A1+

Table 6: List of companies for rating downgrade of letter of credit.

Company Name	Date	Agency	Instrument	Grade	Rating
Pearl Global Inds. Ltd.	2/12/2019	CRISIL	Letter of Credit	High Safety	AA
Century Extrusions Ltd.	3/10/2019	CARE	Letter of Credit	High Safety	AA+
Donear Industries Ltd.	3/10/2019	CARE	Letter of Credit	Adequate Safety	A-
Konark Synthetic Ltd.	4/12/2019	CARE	Letter of Credit	Adequate Safety	A-
Super Sales India Ltd.	12/5/2020	ICRA	Letter of Credit	Adequate Safety	A
Jayant Agro-Organics Ltd.	17-02-2020	CARE	Letter of Credit	Adequate Safety	A-
Paramount Cosmetics	17-12-2019	ICRA	Letter of Credit	Adequate Safety	A-
Shilchar Technologies Ltd.	18-02-2020	CRISIL	Letter of Credit	Adequate Safety	A-
Nahar Industrial Enterprises Ltd.	19-05-2020	CRISIL	Letter of Credit	Adequate Safety	A-
Kamadgiri Fashion Ltd.	20-02-2020	ICRA	Letter of Credit	Adequate Safety	A

III. Results and Discussion

Impact of Ratings Upgrade on stock prices
From Table 7 and Figure 1, we found AARs to be positive for 26 days out of 41 days. Prior to the ratings change, AAR was positive for 12 days while post the rating change AAR was positive for 14 days. The average abnormal returns obtained during the 41 day period is 0.21%. The value of T-test obtained was 2.46, which was higher than 1.645, the value corresponding to 95% confidence interval.

So, we reject the Null Hypothesis that there is no impact of ratings upgrade on stock prices and conclude that ratings upgrade have a positive impact on stock prices.

Figure 1: Abnormal returns for rating upgrades.

Table 7: T-statistics for rating upgrades.

Particulars	Value
Total Daily Average abnormal returns	**8.76%**
Daily Average abnormal returns	**0.21%**
Value of T statistic obtained	**2.464698252**
T statistic for 95% significance level	**1.645**

Hence, Efficient Market Hypothesis does not hold true

Impact of Ratings Downgrade on stock prices

We found out that contrary to the pressure price hypothesis, our sample suggests that there is no impact of ratings downgrade on the stock prices.

From Figure 2 and Table 8, we found out AARs to be positive for 24 days out of 41 days. Before ratings change, AAR was positive for 9 days out of 20 days while post the change in ratings, AAR was positive for 15 days. The average abnormal returns obtained during the 41day period is 0.15%. The value of T-test obtained was 1.44, which was less than 1.645, the value corresponding to 95% confidence interval. So, we accept the Null Hypothesis that there is no impact of ratings downgrade on stock prices.

Figure 2: Abnormal returns for rating downgrades.
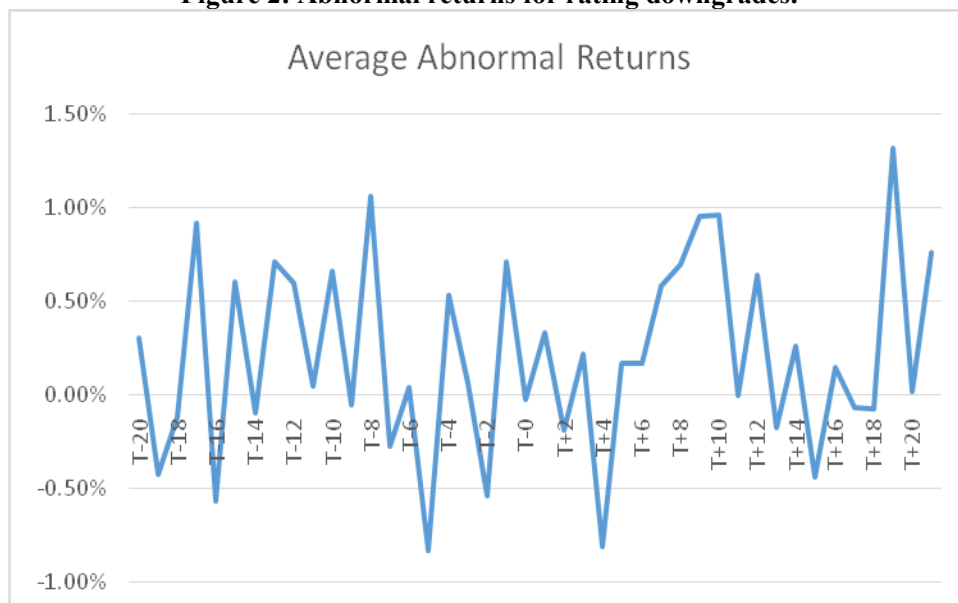
Table 8: T-statistics for rating downgrades.

Particulars	Value
Total Daily Average abnormal returns	6.05%
Daily Average abnormal returns	0.14%
Value of T statistic obtained	1.44194684
T statistic for 95% significance level	1.645

Impact of Ratings change of three instruments on stock prices

We further analysed the impact of ratings change on the stock prices of the three instruments. This analysis was conducted because our findings of impact of upgrade and downgrade on stock prices was contrary to the general findings, so we tried to analyse for rating changes individually for each instrument to examine the impact on stock prices. The instruments taken were:

i. Term Loans
ii. Non-Government Debt
iii. Letter of Credit

Rating upgrades for Term Loans

From Table9, we found out AARs to be positive for 20 days out of 41 days.Before ratings change, AAR was positive for 10 days while post the change in ratings, AAR was positive for 10 days too. Average abnormal returns obtained during the 41-day period is -0.07%. The value of T-test obtained was -0.89, which was less than 1.645, the value corresponding to 95% confidence interval. So, we conclude that there is no statistically significant impact of ratings upgrade of term loans on stock prices. Hence, we accept the Null Hypothesis that there is no impact of ratings upgrade of term loans on stock prices.

Table 9: T-statistics for rating upgrade on term loans.

Particulars	Value
Total Daily Average abnormal returns	-3.15%
Daily Average abnormal returns	-0.07%
Value of T statistic obtained	-0.89953306
T statistic for 95% significance level	1.645

Rating upgrades on Non-government debt

From Table 10, we found out AARs to be positive for 25 days out of 41 days.Before ratings change, AAR was positive for 10 days out of 20 days while post the change in ratings, AAR was positive for 15 days. Average abnormal returns obtained during the 41-day period is 0.41%. The value of T-test obtained was -0.89, which was more than 1.645, the value corresponding to 95% confidence interval. Hence, we reject the Null Hypothesis that there is no impact of ratings upgrade of non-government debt on stock prices and conclude that

there is a positive impact of ratings upgrade of non-government debt on stock prices.

Table 10: T-statistics for rating upgrade on non-government debt.

Particulars	Value
Total Daily Average abnormal returns	17.11%
Daily Average abnormal returns	0.41%
Value of T statistic obtained	4.214875647
T statistic for 95% significance level	1.645

Impact of rating upgrade of letter of credit/ cash credit

We found out AARs to be positive for 24 days out of 41 days from Table 11.Before ratings change, AAR was positive for 11 days out of 20 days while post the change in ratings, AAR was positive for 13 days.Average abnormal returns obtained during the 41-day period is 0.41%The value of T-test obtained was 5.96, which was more than 1.645, the value corresponding to 95% confidence interval. Hence, we reject the Null Hypothesis that there is no impact of ratings upgrade of Letter of Credit on stock prices and conclude that there is a positive impact of ratings upgrade of Letter of Credit on stock prices.

Table 11: T-statistics on rating upgrade of LCs.

Particulars	Value
Total Daily Average abnormal returns	13.53%
Daily Average abnormal returns	0.32%
Value of T statistic obtained	5.966288008
T statistic for 95% significance level	1.645

Impact of rating downgrade of term loan

We found out AARs to be positive for 21 days out of 41 days as in Table 12. Before ratings change, AAR was positive for 5 days out of 20 days while post the change in ratings, AAR was positive for 16 days. Average abnormal returns obtained during the 41-day period is -0.08%. From Table 12, we see the value of T-test obtained was -1.01, which was less than 1.645, the value corresponding to 95% confidence interval. Hence, we accept the Null Hypothesis that there is no impact of ratings downgrade of term loans on stock prices.

Table 12: T-statistics of rating downgrade of term loans.

Particulars	Value
Total Daily Average abnormal returns	-3.56%
Daily Average abnormal returns	-0.08%
Value of T statistic obtained	-1.0108178
T statistic for 95% significance level	1.645

Impact of rating downgrade of non-government debt

We found out AARs to be positive for 19 days out of 41 days as in Table 13. Before ratings change, AAR was positive for 9

days out of 20 days while post the change in ratings, AAR was positive for 10 days. Average abnormal returns obtained during the 41-day period is positive and equal to 0.05%. The value of T-test obtained was 0.55, which was less than 1.645 (Table 13), the value corresponding to 95% confidence interval. Hence, we accept the Null Hypothesis that there is no impact of ratings downgrade of Non-government debt on stock prices.

Table 13: T-statistics for rating downgrade of non-government debt.

Particulars	Value
Total Daily Average abnormal returns	2.02%
Daily Average abnormal returns	0.05%
Value of T statistic obtained	0.55904632
T statistic for 95% significance level	1.645

Impact of rating downgrade of LCs
We found out AARs to be positive for 25 days out of 41 days as in Table 14. Before ratings change, AAR was positive for 10 days out of 20 days while post the change in ratings, AAR was positive for 15 days. Average abnormal returns obtained is positive and equal to 0.48%. The value of T-test obtained was 4.2, which was more than 1.645 (Table 14), the value corresponding to 95% confidence interval. Hence, we reject the Null Hypothesis that there is no impact of ratings downgrade of Letter of Credit on stock prices. However, the impact is not negative, rather positive.

Table 14: T-statistics for rating downgrade of LCs.

Particulars	Value
Total Daily Average abnormal returns	20.09%
Daily Average abnormal returns	0.48%
Value of T statistic obtained	4.21713356
T statistic for 95% significance level	1.645

IV. Conclusion

The objective of the paper is to analyse the impact of credit rating changes on the stock prices for three debt instruments. We test for each instrument and overall change for upgrades and downgrades on stock prices. We put forth ourhypothesesthat rating changes have an influence on stock prices. The empirical findings from Table 15 show that while rating upgrades show abnormal returns and are statistically significant, rating downgrades do not do so the presence of abnormal returns upon rating change announcements is considered as an indication that rating agencies provide new information to investors.

Table 15: Overall impact of rating changes on stock returns.

Ratings change	Statistically significant	Daily average annual returns
Upgrade	**Yes**	0.21%
Downgrade	**No**	0.14%

On analysing for different instruments, we get mixed results as seen in Table 16. For term loans, abnormal returns are negative to rating changes. We conclude that Indian markets do not show strong form of efficiency, as there is a positive impact of ratings upgrade on stock prices. Also, in terms of impact of change in ratings of instruments on the stock prices, we have mixed results. We conclude that not all the credit risk ratings present relevant informational content for the decision-making of stock investors. The lower market reaction on downgrades could be attributed to CRAs providing no new/incremental information to the market or the market becoming more efficient. We also conclude that points that not all the credit risk ratings present relevant informational content for the decision-making of stock investors.

Table 16: Instrument wise impact of rating changes on stock prices.

Instrument	Ratings change	Statistically significant	Daily average annual returns
Term Loans	Upgrade	**No**	-0.07%
Term Loans	Downgrade	**No**	-0.08%
Non-government debt	Upgrade	**Yes**	0.41%
Non-government debt	Downgrade	**No**	0.05%
Letter of Credit	Upgrade	**Yes**	0.32%
Letter of Credit	Downgrade	**Yes**	0.48%

The efficacy of the credit rating process is an important requirement for the development of an active corporate bond market. In an underdeveloped debt market, institutional investors are cautious about their exposure to securities, and the quality of rating is crucial to attract investors and help in better price discovery. The limitations of this study is that the event window can be longer and we can also analyse changes in rating upgrades and downgrades for investment grade and speculative grade ratings separately.

References

Chava, S., Ganduri, R., & Ornthanalai, C. (2012). Are credit ratings still relevant? *Georgia Institute of Technology and University of Toronto Working Paper*.

Chodnicka-Jaworska, P. (2019). Impact of credit rating agencies on European Banking stock prices: Is the recognition of credit rating agency important? University of Warsaw, Faculty of Management Press.

Chodnicka-Jaworska, P., & Jaworski, P. (2019). The Chinese and the Big Three Credit Rating Agencies: Their Impact on Stock Prices. University of Warsaw, Faculty of Management Press.

Figlioli, B., Moreira Antonio, R., & Guasti Lima, F. (2019). Stock Price Synchronicity and Current and Potential Credit Ratings. *International Journal of Economics and Finance*, *11*(10), 1-16.

Hand, J. R., Holthausen, R. W., & Leftwich, R. W. (1992). The effect of bond rating agency announcements on bond and stock prices. *The Journal of Finance*, 47(2), 733–752.

Jorion, P., & Zhang, G. (2007). Information Effects of Bond Rating Changes: The Role of the Rating Prior to the Announcement. *Journal of Fixed Income*, 16(4), 45-59.

Krishnan, K., Basu, S., & Thampy, A. (2020). Has the Global Financial Crisis Changed the Market Response to Credit Ratings? Evidence from an Emerging Market. *Journal of Emerging Market Finance*, *19*(1), 7-32.

Lal, J., & Mitra, M. (2011). Effect of bond rating on share prices a study of select Indian companies. Vision: *The Journal of Business Perspective*, 15(3), 231–238.

Mokoaleli-Mokoteli, T., & Mongalo, B. (2017). The Impact of Corporate Credit Ratings Change on Stock Returns of Firms Listed on JSE Exchange. *Proceedings of the European Conference on Management, Leadership & Governance*, 311-322

Rafay, A., Chen, Y., Naeem, M.A.B & Ijaz, M. (2018). Analyzing the impact of Credit Ratings on Firm Performance and Stock Returns: An Evidence from *Taiwan. Iranian Economic Review*, 22(3), 767-786. DOI: 10.22059/ier.2018.67452

Reddy, K., Bosman, R., & Mirza, N. (2019). Impact of credit ratings on stock returns. *Buletin Ekonomi Moneter dan Perbankan*, *21*(3), 343-366.

Sehgal, S., & Mathur, S. (2013). Cross-sectional variation in stock price reaction to bond rating changes: Evidence from India. *Asian Journal of Finance & Accounting*, 5(2), 47.

IMPACT OF COVID-19 PANDEMIC ON ENTREPRENEURIAL ACTIONS IN INDIA: A THEMATIC ANALYSIS

Gunjan Jhajharia* Gargi Sharma*

Purpose: This study attempts to address the restructuring of the various psychological traits of entrepreneurs following a sudden announcement of lockdown due to COVID-19 pandemic. The only doable strategy 'Lockdown' affected the complete business ecosystem during COVID-19 circumstances. Entrepreneur, a significant contributor to the system also get impacted due to pandemic. The basic questions arise here are, what changes do entrepreneurs feel in their behaviours or actions? How did they deal with this unexpected situation while reshuffling their traits? We tried to answer these questions in the study coupled with exploring entrepreneur's strategies.

Design/ Methodology/ approach: Additionally the study traverses future directions of entrepreneurship in India after the pandemic days through thematic analysis (Braun & Clarke, 2006). In this exploratory study in-depth interviews were conducted, translated, and transcribed to generate codes. Themes from responses were created after meticulously inspecting responses. A thorough review of literature is applied to analyse psychological traits of entrepreneurs. Respondents were chosen via convenience sampling technique.

Findings: The study reveals conclusion by performing thematic analysis under five different dimensions 1) uniqueness of the pandemic circumstances, 2) Problems faced by entrepreneurs during this crisis, 3) changes in entrepreneurial psychological traits, 4) Survival Strategy, and 5) entrepreneur's future expectations/trends. Various themes under the five dimensions above are discussed; therefore, the study culminates in the fact that entrepreneurs fought for their survival in the lockdown period, transformed entrepreneurial traits and reorganized entrepreneurial actions.

Originality/ Value: To date, very little research has been done on the reshuffling entrepreneurial actions and traits due to the Covid-19 pandemic, because the pandemic has already had major repercussions on the global economy. This study tries to bridge the gap by conducting qualitative research on the alteration of entrepreneurial traits and actions. While the markets were closed and there were hardly any companies in operation, the study studies the consequences of the pandemic era for entrepreneurs.

Keywords: Restructure, Entrepreneurial Actions; Psychological traits; Entrepreneurship; COVID-19; Entrepreneurial Success; Survial Strategy; Thematic Analysis

JEL Classification Codes: D91, L26, M10, M13

Without any vaccine or proven treatment, the whole world was fighting this war by making a social creature unsocial. Also, the WHO had declared this pandemic as a global health emergency. In India, the first case of the disease was tested positive on 30 January 2020, and from there, COVID-19 cases were looping; Additionally, Social distancing and lockdown were only possible ways to combat this outbreak. Thus, Lockdown was imposed all over the country except for essential services. Hence, lockdown in India had changed entrepreneurs' lives suddenly and became a fork in the road. This abrupt situation badly affected the socioeconomic environment; fewer interactions smashed existing comfort based thinking and had changed the mindset towards healthy and quality life with less but closer relationships. Owing to changing patterns of the whole social structure, this disease adversely impacted peace of mind. A considerable amount of research has done on entrepreneurial psychological traits that play a vital role in opportunity recognition and also, helpful in

achieving entrepreneurial success. Thus, the study aspires to find out traits helping entrepreneurs to stay positive and plan future strategies, coupled with traits causing stress and anxiety during the lockdown days due to COVID-19. Innovation, flexibility and adaptation was the need of the hour for entrepreneurs, considering the COVID-19 pandemic results in sudden creation, expansion and substitution of customer demands. (Davidsson, 2020). The pandemic has catastrophically affected the entire system of small and medium enterprises in India by hitting socio-cultural, socio-economical patterns. For instance, Major SMEs in India depend on wedding and festive seasonal businesses. The Indian

---

*   **Senior Research fellow, Rajasthan Technical University, Kota, India.**

** **Associate professor,IIIM Jaipur (A research center of RTU Kota), India.**

government had issued regulations of restricting the number to a maximum of 50 people in gatherings in any social event for prevention and slowing down the transmission of coronavirus, on account of this regulation businesses based on the big Fat Indian wedding Industry had smashed. Similarly, A list of businesses likewise saloon, gyms, yoga-classes, Zumba classes, cafes, coaching institutes etc run their activities in crowded areas for more approachable location, for which these businesses are paying higher rent amount. Due to lockdown and less customer visits these business are going through a difficult phase without any backup support. Similarly, Rajasthan state is very popular amongst all local and foreign tourists, many SMEs in Rajasthan are based on tourism industry and all those are also suffering from downfall for an uncertain period. In this adverse situation arranging fixed expenses is a big difficulty for entrepreneurs with thinking and acting innovatively to survive and grow. This study aims to find out extraordinary psychological traits of entrepreneurs, that help them to combat this circumstance. And Also, study patterns in shifting and restructuring of psychological traits according to the demand of situation. Understanding psychological traits helping to stay calm, future-oriented and positive resulted in success during COVID-19 disaster will direct the entrepreneur's actions and point the way for future upcoming entrepreneurs.

I. Review of Literature

Okhomina, D.A. (2010) explains that supporting the environment is a system of elements that promote entrepreneurial activities. According to Okhomina, D.A. (2010), supporting environment plays a vital role between entrepreneurial orientation (EO) and psychological traits. Chatterjee N, Das N (2015) the function of entrepreneurial psychological traits influences entrepreneurial success. Psychological traits theory emphasized an individual's values, attitude, and behaviour, additionally positively determine entrepreneurial success, but research in the application of the psychological approach in the entrepreneurship area still needs a lot of work (Gorgievski, M. J., & Stephan, U., 2016). Furthermore, Gorgievski, M. J., & Stephan, U. (2016) carved up research on entrepreneurial psychology into five fields, 1) careers perspective, 2) personal differences, 3) health and well-being, 4) cognition and behaviour, and 5) entrepreneurial leadership. Entrepreneur's health and well-being is the third-largest researched area and also, mental well-being is connected to entrepreneurial success. . Overall, mental well-being and positive thinking in entrepreneurs motivate them to do hard-work and deal with uncertainty (Gorgievski, M. J., & Stephan, U., 2016).

Kolvereid, L., & Isaksen, E. J. (2012) illustrates the intersection of psychological perspective to entrepreneurship through three types of approaches. First is a trait approach that elaborates individual traits, those will be consistent with time and use in the entrepreneurial process. An Individual's risk-taking behaviour propensity, Achievement motivation, Locus of control, Innovative mind. Second is the Cognitive approach, which illuminates an individual's way to perceive and react in the environment or situations. People behave in two ways under the cognitive approach, which are Intuitivists and Analysts. Analysts usually perceive and react in a more scientific and planned way whereas intuitivists tend to use casual, or random style to solve problems. The third is the Intention approach, in which social psychology theories are applied in the entrepreneurship area; entrepreneurs are usually concerned with socially accepted behaviour before their actions.

Rotter, J. (1966) also bifurcates these traits into an internal locus of control and external locus of control; intuitivists who believe in trial and error depends on external factors are identified as entrepreneurs having an external locus of control trait whereas, people who forecast situations, believe in planning, and acts as an analyst are defined as entrepreneurs having an internal locus of control. Provided that, this infectious disease has come up with several circumstances, which were new of its kind; No similar systems available for entrepreneurs to understand, analyse, or structure strategies. Consequently, some entrepreneurs behave like Intuitivists and others like analysts. Numerous researchers highlighted the trait approach in a convergence of psychology and entrepreneurship. (Chatterjee N, Das N 2015; Okhomina, D.A. 2010; Rotter, 1966; Rauch and Frese, 2000). Besides, the lockdown situation due to COVID-19 people cannot go out and socialize, most of them have adjusted with limited resources as well. Notably (Williams and Shephard 2016, p. 366) "When facing obstacles, fatigue, or even crisis individuals are often encouraged to avoid challenging work activities and preserve remaining resources to restore normal functioning". In short, the scenario has influenced intrapersonal and interpersonal communication strongly, which disturbs the complete value and belief system of an individual. Therefore, to observe changes in stable traits, or considering the trait approach to explore changes in entrepreneurs psychologically before and after COVID-19 seemed appropriate. Tigineh and Sriram (2018) illuminated that personality traits are also drivers for entrepreneurial success. Different entrepreneurial Psychological traits observed by these researchers are likewise Locus of control (Zhang & Bruning 2011; Dawwas & AL-Haddad 2018; Rauch & Frese 2000; Rotter 1966; Driessen & Zwart 2006), Innovative mind (Drucker 1954; Koh 1996), Risk-taking behavior (Koh, 1996: Shmailan, 2016; Rauch and Frese, 2000), Ambiguity (Koh, 1996), Self-efficacy (Kusumawijaya 2020), Decision-making style (Shmailan, 2016)

II. Research Design and Methods

The study is firstly exploratory in nature. Exploratory research in social sciences can be more productive than confirmatory research by doing logical, systematic and genuine analysis by researcher. According to Reiter (2017) exploratory research become insightful by enlarging thoughts, concepts, theories. The Study is conducted via qualitative and inductive approach, because qualitative research techniques helps researcher in better and wide understanding of individual's unique experiences, action-plans and thinking-processes. More precisely, due to pandemic situation, it was advised to avoid face to face interviews, and virtual or telephonic interview method seemed appropriate. Thus, the study used a telephonic semi-structured interview data collection technique to interact with entrepreneurs. Semi-structured interviews are appropriate for discussing personal experience, their attitude, values and belief system DeJonckheere & Vaughn (2019). (Kallio et al. 2016) believes that Semi-structured interview is widely used method focused with flexibility. Next, For sampling a snow ball method is used, as snowball sampling is used for collecting data from a targeted group (Naderifar et al. 2017). For snowball sampling, a list of entrepreneur's contacts was created from

Jaipur entrepreneurs group on Whatsapp, entrepreneurs from every industry were members of that group, some were partners of the same venture, so we excluded those members. Firstly, we had interviewed entrepreneurs from the above list after taking consent of recorded telephonic interviews, and after that, we had created a reference list of contacts referred from those interviewees, and with this process, we contacted to more and more referred entrepreneurs using snowball sampling. Respondents were welcomed to share their experiences, challenges, and obstacles in running their business operations during lockdown and COVID-19 pandemic days. We framed a framework to conduct semi-structured interview, in the same manner, we have covered different areas that defines and explains about psychological traits. We considered thirteen as sample size because after that saturation point had arrived. To decide saturation point, this study used "two principle method" (Francis et al. 2010). (Francis et al. 2010) suggests two principles, those are Initial analysis and stopping criterion. In first principle "Initial analysis" at least 10 interviews with proper variation sampling is suggested and in second step "stopping criterion", saturation point is explained with no new themes/ categories arrived in three consecutive interviews.

Chart 1 explains number of respondents belongs to different sectors.
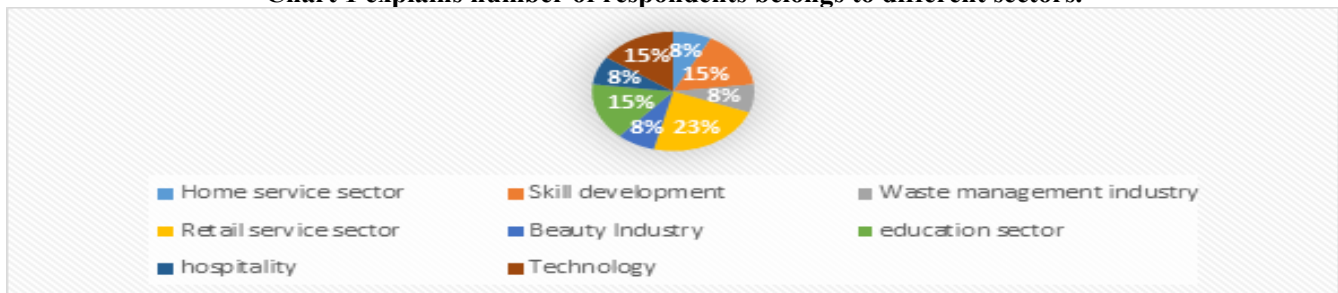
III. Results and Discussion

This study employed thematic analysis tool for analysing responses. Braun & Clarke (2006, p.6) defined that "Thematic Analysis is a method for identifying, analysing, and reporting patters (themes) within data". In this pattern, With detailed transparency thematic analysis can be an insightful tool for

building theoretical and conceptual frameworks. Thematic analysis offers a lot of options and assumptions from a given data, and because of its flexibility, thematic analysis provides rich and comprehensive understanding to a researcher (Braun & Clarke, 2006).

Table 1: Steps for conducting thematic analysis.

(Braun & Clarke, 2006)	(Tt, Turunen, & Snelgrove, 2016)	(Attride-Stirling, 2001)
Suggested six stages for Conducting Thematic analysis	Suggested four stages for conducting thematic analysis	Suggested six steps under three steps for conducting thematic analysis
1. Familiarising yourself with data		1. Coding the material
2. Generating initial codes	1. Initialization	2. Identifying themes
3. Searching for themes	2. Construction	3. Construct thematic networks
4. Reviewing themes	3. Rectification	4. Describe and explore thematic networks
5. Defining and naming themes	4. Finalization	5. Summarize thematic networks
6. Producing the report		6. Interpret patterns

Source: Self compiled.

Above Table explains different stages for thematic analysis and in this study we followed six stages for Thematic analysis from (Braun & Clarke, 2006).

Stage 1: Familiarising yourself with data
We began with transcription of recorded interviews. Many of Interviews were in English language but some of them were in Hindi language. Thus, at first translated those interviews from Hindi to English language, and then transcribed those interviews in a word document file. In the process of transcription, we had gone through the whole data and had a basic idea about data-sets.

Stage 2: Generating initial codes

At this stage, we again went through every data-set, read them carefully. In this process, a broad categorization of thoughts/ statements/ behaviours expressed by respondents was listed. Similarly highlighted and noted every possible code after scrutinizing each data-set carefully.

Stage 3: Searching for themes
After reding and understanding crux of various codes, in fact a huge list of codes was defined properly and converted into broader categories. These categories were defined interview wise, likewise at first, codes of interviewee number one's responses were categorized and at second, interviewee number two's responses were categorized and so on. Here after categorization of each interview we checked for any new possible category is added in the list or not.

Picture: 1: The example of coloured categorization process at the stage 3.

Codes	Categories		
No work could be done from home	Different Situtation than usual/ Problems faced during crisis		
all backup finances used	Different Situtation than usual/ Problems faced during crisis		
sudden technology upgradation	Different Situtation than usual/ Problems faced during crisis		6 Categories: 16 codes
fluctuating Employees	Different Situtation than usual/ Problems faced during crisis		no new category
Good managerial skills	Entrepreneurial psychological traits		
Used family Experience , Family business	Entrepreneurial psychological traits		
Proactive, Dynamic	Entrepreneurial psychological traits		
New innovative products	Survival strategy		
conserve resources	Survival strategy		
Tried to keep employees happy and feel secure	Survival strategy		
Modification in process/ products	Survival strategy		
necessity based entrepreneurship	necessity based entrepreneurship is new attraction		
slower decision making, avoid quick decsions	changes in psychological traits		
Not ready to take risk: risk-taking behavior	changes in psychological traits		
Uncertainty	Uncertainty		
Don't know about customer demands and choices	Uncertainty		

Stage 4: Reviewing themes
After scrutinizing all codes, themes and responses, at this stage we divided all themes into five different and major broad directions, So that the pandemic journey of entrepreneurs can be explained in a well-structured model.

Stage 5: Defining and naming themes
Concrete themes were named after rereading, and reassuring all codes and different areas. Themes were listed according to different five areas. Each area has elaborated with different themes and codes.

Stage 6: Producing the report
At this point, we had prepared a list of all area, themes, codes and elaborated them with interview's responses. Thus, we have carefully studied and executed each step for thematic analysis as explained by Braun & Clarke (2006).

IV. Conclusion

In the study all the responses were distributed into five major dimensions. Which are 1)Uniqueness of COVID-19 Circumstances, 2) Problems faced during crisis, 3) Entrepreneurial psychological traits, 4) Survival strategy, 5) Themes of future hope/ Direction.

Themes of Uniqueness of COVID-19 Circumstances
This area covers different themes showing how the situation was different from usual ups and downs in Business. The covid-19 pandemic had come up with circumstances, which were very particular for entrepreneurs to act upon. "Yes, it is totally different. Ups and downs are related to a particular sector, like there isn't any good response in food and beverages or in real estates or in another sector, but, there's always a boon in any one of the sector. But, now this time, condition of every sector is almost same. Many people are like what to start anything new. There isn't any controlled situation or any hope looking. So, there is a situation of uncertainty prevailing." (P. 2, Interviewee 5)

Table 2: Discussion of Themes under AREA 1 "Uniqueness of COVID-19 Circumstances".

Theme	Description	Response examples
Maintain health and hygiene is compulsion	Maintaining Health and hygiene became priority. The process of maintaining hygiene is also time-consuming and following procedure to avoid infection has increased fixed expenses of outlets. Also, to avoid infection and keeping employee's health in mind, entrepreneurs are avoiding expansion of business towards home services.	"we are not taking it to that level now, we want it to be safe and keeping our mind in health and with hygiene we are working from salon only." (P. 2, Interviewee-5)
Instantaneous closer of business activities	The situation was very different of its kind as it was never happened before that they cannot open their outlet for so long. Due to forced lockdown to avoid virus spread, all the entrepreneurs had to close their retail and manufacturing outlet suddenly. Some of them felt panic and feel depressed, because their units were doing good and with immediate effect they had to temporarily shut down.	": I would say initially I was big saddened by the impact we were facing, but then lately, I think I made peace with it." (P. 2, Interviewee 3) "Very, very different. Nothing like this has happened before. Suddenly my retail store which has been active and no business there was nobody coming in.------- Then the factories closed, it's never happened that the factory is closed." (P.6, Interviewee 6)
Sudden technology upgrade required	The physical distance concept was very new to Indian culture, and entrepreneurs had to change their working style and technology all at once. Work from office to work from home culture, offline to online business operations and technical staff requirement abruptly changed the market equations.	"Online is not a one day job you can't go online overnight and say that acha ab website bhi ban gayi start bhi ho gaya entire business altogether, that's new business altogether" (P. 3, interviewee 4)
Less competitive behaviour among entrepreneurs and business owners	This upheaval has changed competition equations among entrepreneurs and business owners; After unlock 2.0 everyone was worried of less client visits, and was cooperating each other to survive in this upside down situation. Entrepreneurs had showed combined efforts to make clients comfortable to come out from homes.	"But this competition has ended now. Now, everybody is waiting that somehow people comes out of their home, so my efforts will not work in this situation." (P. 4, Interviewee 4)

Themes of Problems Faced During Crisis
The area describes discusses various themes manifesting struggles, problems and challenges faced by entrepreneurs or different business owners during covid-19 days. Table 3 elucidates different themes related to problems faced by entrepreneurs from different sectors during pandemic crisis first wave.

Table 3: Discussion of Themes under AREA 2: "Problems Faced During Crisis".

Theme	Description	Response Examples
Reduced purchasing power	The lockdown has effected income sources of people. some lost jobs, and some of them were in shortage of money due to migrating to own cities. Because of the shortage of income, purchasing power of customers has reduced, and their demands are shifted to only	": See basically the factors which have changed is that people don't have money and people are mentally also in a restless stage and they are dealing personally more before they come to child's education or something else. So, the

	essentials. Therefore, lesser money spending clients are also creating tension for start-ups.	personal handling of people is so important." (P. 5, Interviewee. 8)
Customer unavailability	The pandemic was different because of its no physical contact precautions. So, everybody was scared for their safety and wellbeing; people started avoiding to visit market even after 'UNLOCK' announced by government of India. Less clients or almost no client visit was a big demotivation for entrepreneurs hoping for better business days.	"Whenever we starts a business, customer profile is there, like in your mind you have a customer road map that this will be my customer, so, you develop your products according to that customer, you work accordingly. So, this is a sudden crisis that the customer profiling you built previously, you doesn't have 60-70% of customer isn't there." (P. 3, Interviewee 1)
Financial crisis	Entrepreneurs needed to wind up their business activities during lockdown, but their staff was dependent on them financially and during the adverse conditions they paid their fixed expenses likewise staff salary, rent etc. Even after 'UNLOCK' almost no client visits were there but they were paying fixed expenses. Some of them were using their personal savings to survive, some of them were closed during the struggle due to unavailability of finances. Financial shortage was one of the major problems faced by entrepreneurs.	", it was a very bad phase for us, because there were expenses but there were no revenues." (P. 2, Interviewee 2) "Everything that we have earned in the previous one and a half years has been drained out in these two months. It is very difficult to feed families and to feed employees." (P. 2, Interviewee 4) "want to shut down because we need to cut expenses for the next year and a half" (P. 4, Interviewee 6)
Employee migration and turnover	In Indian geography, inter-states distance became a major drawback, as people needed to travel a long distance to reach their home. In lockdown, migrated from their work city to their home town because they wanted survival security. Some of them were shifted Their jobs and or some had resigned.	"employees are very fluctuating at this time because they also have no sense of security so they also want to quit their jobs." (P. 2, Interviewee 4)
Uncertainty	Uncertainty, as such is not a new or never happening scenario. Especially, For an entrepreneur it's a concept he/she must be very much familiar, but this time the uncertainty was for situation as well as for time duration. Forecasts, statistics and long-term strategic planning were not working at all. Nobody was aware about how to plan or react as everything was blur for now and also for coming financial year as well. This hopelessness was major problem; was making this crisis even more worsen.	"as we don't know where the trend will get after 3-4 months," (P. 4, Interviewee 1) "as we don't know where the trend will get after 3-4 months," (P. 2, Interviewee 2) "We can't think of any expansions right now, we can't think of growth. We don't know how the customers will just respond." (P. 3, Interviewee 4) "There isn't any clarity that what should we do. This is at every place, either you take the case of education, or food and beverages, or textile or of jewellery, every sector has same condition. There isn't any clarity anywhere." (P. 3, Interviewee 5)
Experimental stage of work from Home culture	In India, work from home culture was officially introduced during pandemic all of a sudden. Entrepreneurs and work-force both were not prepared for this new style of working. People did not have access to proper work space, good internet connections, supporting family environment, as well as trained mind set to work from home. Thus, work from home concept in India was more a pushing concept rather than pull concept.	"people are not serious when they are working from home." (P. 2, Interviewee 2)

Themes of Entrepreneurial Psychological Traits
Area number three describes psychological traits under different categories. Under category A essential psychological traits according to entrepreneurs listed; which were exhibited by different entrepreneurs while starting up their enterprise.

Under category B those psychological traits are listed, which were exhibited by different entrepreneurs during COVID-19 pandemic circumstances, changes experienced in psychological traits during crisis were discussed.

A. Essential Entrepreneurial Psychological Traits:

After interviewing entrepreneurs and analyzing their responses, a list of indispensable traits for an entrepreneur is prepared, which help them in starting their new ventures a.

1. Dynamic
2. Proactive
3. Always ready to learn
4. Emotional stability
5. Good managerial skills
6. Used family business experience in case of having business background family
7. Critical thinking, decision making style, immediate decision making
8. Solution seeker
9. Technology driven
10. Innovative mind
11. Risk taking behaviour
12. Achievement orientation
13. Opportunity seeker
14. Problem solving mind
15. High self esteem
16. Better future planning and better crisis management
17. Remained updated
18. Good coordination with team and good leadership skills
19. used these unfavoured circumstances as opportunity
20. Showed compassion and empathy
21. Efforts to keep employees happy and satisfied
22. Strength from having faith in divine power

B. Changes in psychological traits/ skills-

Similarly, in another list those traits are listed in which entrepreneurs felt alteration during COVID19 pandemic.

1. Not ready to take risks in current situation
2. Depression
3. More patience
4. Focused on short-term planning, Not focusing on long-term planning.
5. Disappointed with self-performance
6. Emotional instability
7. Slower decision making or avoid quick decision-making
8. More efficient, and focused
9. Immediately seeking ways to handle the situation; promptness

Themes of Survival Strategy

Entrepreneurs opted various strategies in the crisis, which are innovation in product/process, new customer profiling, staff layoff, employee satisfaction, conserving resources, updating technology etc. Table 4 explicates themes related to survival strategies adopted by entrepreneurs during pandemic circumstances.

Table 4: Discussion of Themes under AREA 4 "Survival Strategies".

Theme	Description	Response Examples
Innovation	Innovation always has been a favourite weapon for entrepreneurs. In this covid-19 pandemic circumstances it was not surprising to understand the positivity and enthusiasm to innovate in some new products/ processes/ policies so that they can combat with this situation and also, can help economy in these adverse conditions.	"But then lately I have explored that because we are into waste management and manufacturing. So we thought, maybe we can explore the opportunities of going into hygiene segment or working something around COVID. So ya, we are exploring new products now" (P. 2, Interviewee 3) "No, we have….we have made a few products to sell on Amazon, but like we are starting with…we started with pocket squares and scarves and everything, but not for our main business, it is" (P. 2, Interviewee 4) "and in terms of innovation, like I said that we are working on our entire technology platform, we are working on an app. The app would take a little longer, our new website would be ready in the next 15-20 days, the app would take probably another 2-3 months or so" (P. 3 Interviewee 7)
New target customer profiling	Creating New customer profiling was also the popular survival strategy chosen by entrepreneurs in this covid-19 pandemic days. many businesses were suffering from low target customer availability, some of them were due to	"So, now to built another customer profiling, you have to make them little understand, we are like that, and bring new customers in. Those who were previously adjusting, we have to make them more knowledgeable that after COVID-19, we have

|		
	migration of target customers to their home towns, and many of them because of pandemic advisories. Hence, entrepreneur had chosen new target profiling as a survival tool for better business. They changed in services, campaigns etc to attract new customer base.	modified our product, we have changed and made it more better" (P.3, Interviewee 1) "like mine is of women only, so I think visits are very low, staff I have is more. So, I am thinking of little utilizing it to convert from only women to family salon, so something is like that," (P. 3 Interviewee 5)
Staff layoff	Obvious staff layoff strategy were used as survival weapon by entrepreneurs in this pandemic, because in the condition of no or less profits with almost no clients visits, giving salary to full-fledged staff was very difficult for small and medium entrepreneurs, thus they cut-down the number of staff to only essential staff members.	"And we resumed our services from 25th May and we haven't called up the people from outside to come back because first thing is that, we don't have that much business, and its risky too to call them from outside" (P.4, Interviewee 1) "So, previously we were having 4 staff, but now we could only be able to work with 2 only." (P. 1, Interviewee 4)
Employee satisfaction	Though there were a complete lockdown for a period and a full unlock series afterwards, entrepreneurs paid salary to their staff in spite of no work, as they did not want to loose their trained human resources, and also it was an humanitarian act to pay their salaries for their survival in this pandemic. Entrepreneurs won their employees trust and loyalty so that they should not go alone in this survival journey after the situation gets better.	"It is very difficult to feed families and to feed employees. So we let them for 3-4 months for free. In the fifth month if they leave, so then it's a loss to the organization." (P. 2, Interviewee 4)
Conserve resources	Conserve resources for worst is the ancient technique yet very effective one. In the very harsh pandemic period entrepreneurs used this technique as a survival strategy. They minimize their expenses from cutting-down extra expenses. Entrepreneurs are known to play at front foot and take risks with bigger investments and using trial-error method but this time they were at back, conserving their resources and waiting for the better days.	"we were just following government rules and regulations, so, we have cut down our expenses to the minimum and we are just waiting for things to get normal, that is what decisions we have taken." (P. 3, Interviewee 2) "Change in my thought is that we have to conserve our resources." (P.3 Interviewee 4)
Technology upgradation	Technology upgradation was need of the hour; This was more of a need then a choice. Pandemic has created such scenario that entrepreneurs has no option but to change their technologies according to no physical contact or minimum contact rule, as this was the matter of life and death. They had to shift maximum business activities to software and on online websites.	": See the school is closed. So, the employees who could work on gadgets were newly employed. The new employment was created and they are like managing and working." (P.2 Interviewee 8)

Themes of Future Trends/ Direction
Table 5 shows different themes of future trends and hopes of entrepreneurs from coming year. Respondents shared their views for future trends or their expectations according to their own market trends analyses, thus we have inculcated different codes related to future trends or expectations into few themes discussed in table 5.

Table 5: Discussion of Themes under AREA 5: "Future Trends/ Directions".

Theme	Description	Response Examples
necessity based entrepreneurship	As the pandemic has changed entire socio-cultural equations, there is a shift from comfort based entrepreneurship towards necessity based entrepreneurship. People were locked in their houses and they were focused to cut down their needs to cope up with decreased profits or no job situation. Thus new entrepreneurship needs to be more focused towards health and necessity; likewise home services, online tutoring.	"No, we have….we have made a few products to sell on Amazon, but like we are starting with…we started with pocket squares and scarves and everything, but not for our main business, it is just a side income sort of a thing." (P.2, Interviewee 4) "But then lately I have explored that because we are into waste management and manufacturing. So we thought, maybe we can explore the opportunities of going into hygiene segment or working something around COVID." (P.2, Interviewee 3)
hoping for more clients	Though pandemic has spread negativity all around, but entrepreneur is another name of looking forward and positivity, because in the scenario of blurred future with shifted trends, no client visits, no vaccine, almost no mobility; entrepreneurs seemed to stay positive and expecting more clients than usual in future.	"Because if people are not going to go outside there'd be many more clients looking inwards" (P. 4, Interviewee 6)

Conceptual Model
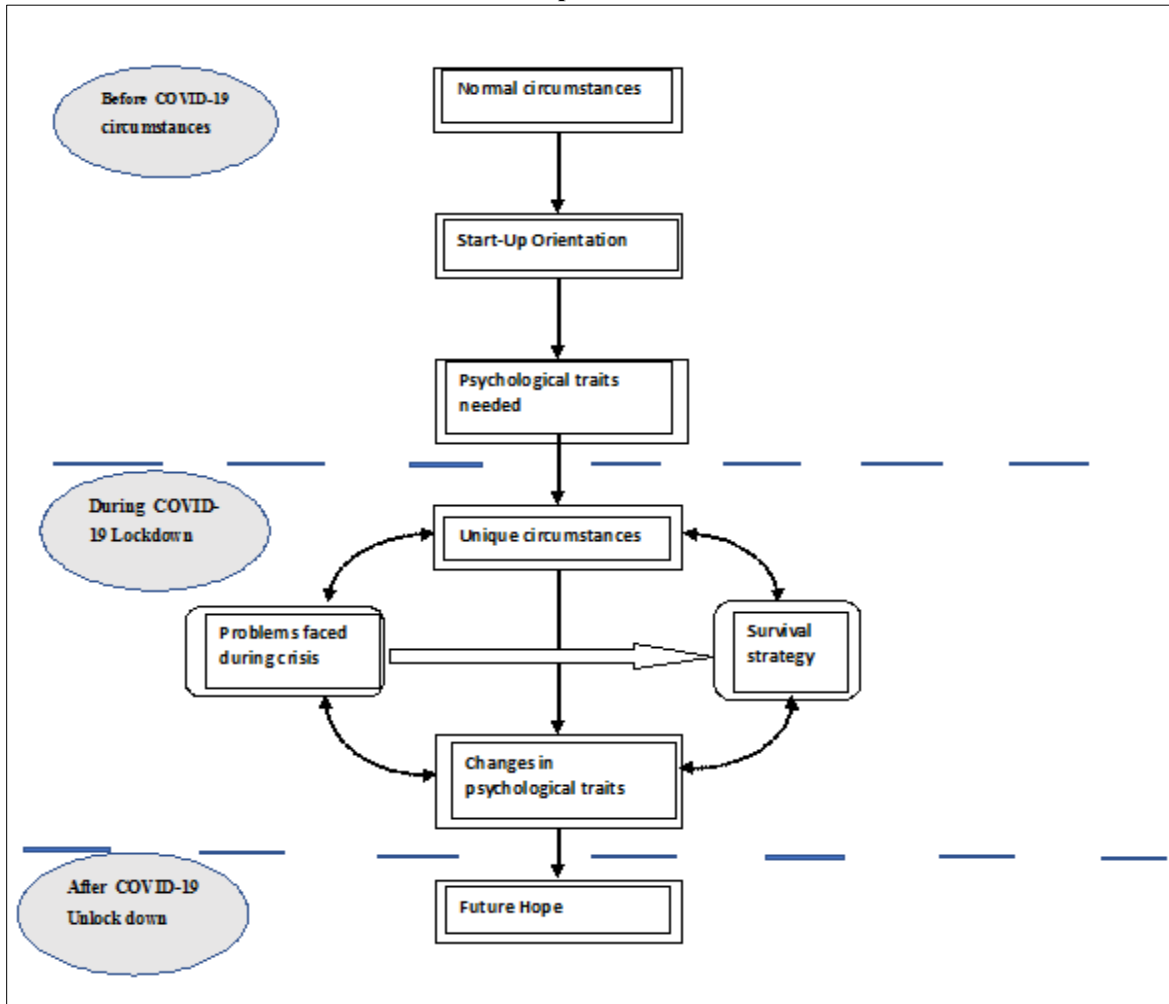
Transcription of interviews, reading and understanding scripts and coding results into some insights. For building a conceptual model through this process we can divide whole dealing of covid-19 circumstances by entrepreneurs into 5 major different areas. This model shows a path to Small and medium level entrepreneurs to deal with such pandemic uncertain circumstances.

Findings and Implications
This was very insightful to probe into the restructuring process of traits and behaviour exhibited by entrepreneurs. Nevertheless, entrepreneurs from different industries exhibited minor difference in their behaviour and strategies, besides they were equally stalwart, and foresighted.

Figure 1

Uniqueness of COVID-19 Circumstances
• Maintain health and hygiene is compulsion
• Instantaneous closer of business activities
• Sudden technology upgrade required
• Less competitive behaviour among entrepreneurs and business owners

Problems faced during crisis
• Reduced purchasing power
• Customer unavailability
• Financial crisis
• Employee migration and turnover
• Uncertainty
• Experimental stage of work from Home culture

Changed Entrepreneurial psychological traits
• Not ready to take risks in current situation
• Depression
• More patience
• Focused on short-term planning, Not focusing on long-term planning.
• Disappointed with self-performance
• Emotional instability
• Slower decision making or avoid quick decision-making
• More efficient, and focused

Future hope/ Direction
• necessity based entrepreneurship
• hoping for more clients

Fig 1 shows the self compilation of all Directions and themes related to reshuffling of entrepreneurial activities during Covid-19 Lockdown one time period.

Figure 2: Explains Process of Entrepreneurial actions/trends shift during lockdown.
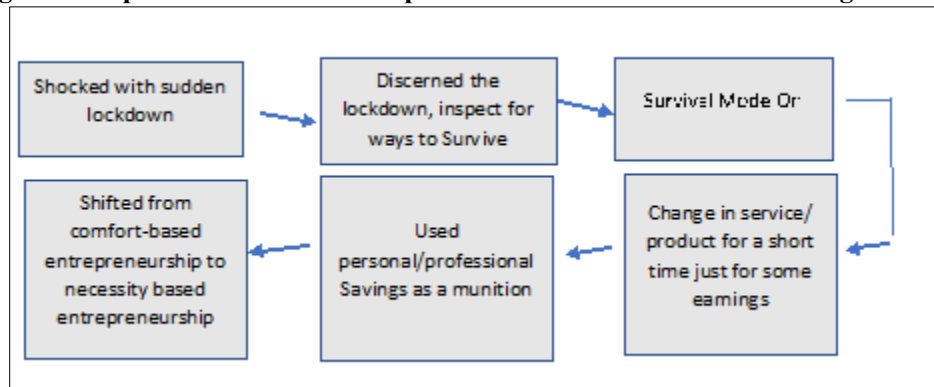
Furthermore, the middle-class Indians have the income saving nature; apart from the fact that these savings were for their personal troubles, conducting interviews reveals that by using these savings the entrepreneurs carried out the manoeuvre. Some of them showed promptness by immediately starting trade in essentials like cotton masks, gloves, sanitizer manufacturing and distribution just for the sake of earning small amount while sitting idle to run daily business expenses like electricity bills, staff salary etc.

Figure 3: Explains major restrcuturing of entrepreneurial actions and traits after the Covid-19 pandemic and lockdown.
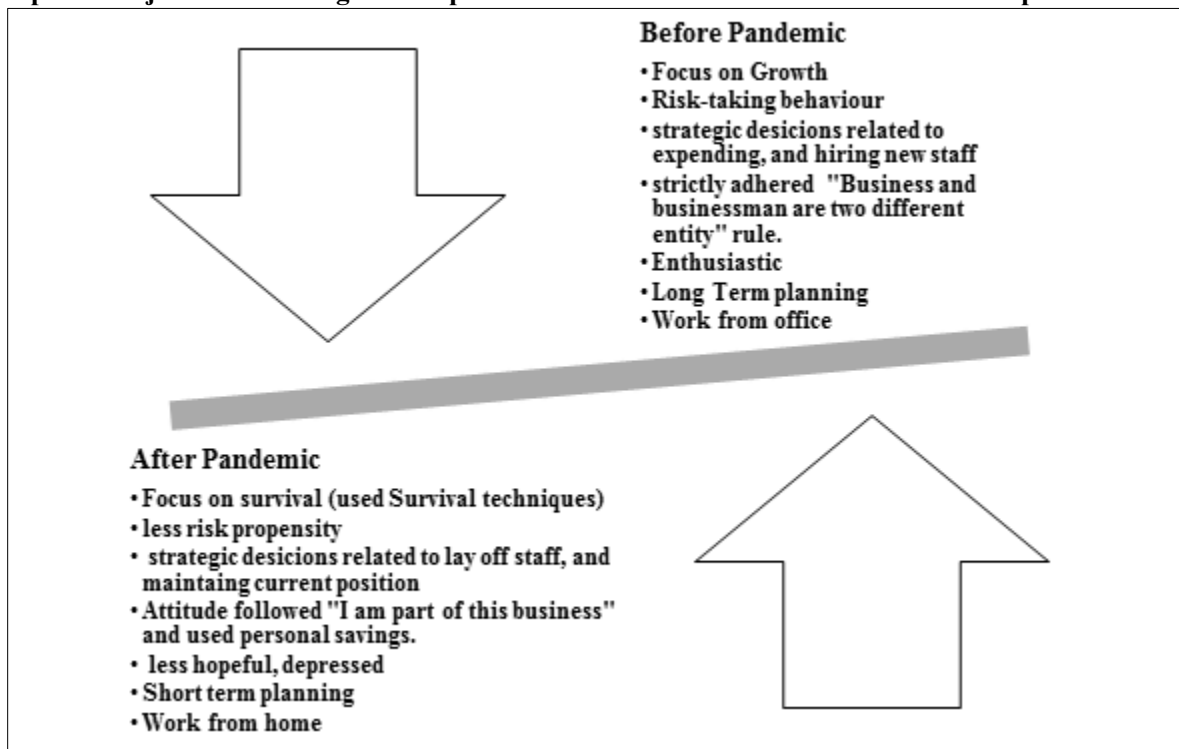
Additionally, in survival mode entrepreneurs used their already earned profits and relationships with employees or customers. Nevertheless this strategy is prominent in nature yet in particular, small entrepreneurs exercised the strategy of using savings in hard times efficiently and productively. For instance, one of our respondents was a widow women, who was running a salon at very approachable place in the city. She shared her struggles that she used the whole insurance amount received after her husband's death for starting her venture. This story seems poignant at surface, but it is very insightful at larger picture, because entrepreneurs are known as risk-takers. On the whole, the whole journey of that salon owner Interviewee no. 6 reveals her future-oriented, problem-solver and risk-taker behaviour as an entrepreneur, these are well researched traits those make an entrepreneur different from the rest, Besides she agreed on the fact that she will take lesser risk in future and will

save resources for worst circumstances. Here, alteration of behaviour from sudden unforeseen situation was observed from the responses. Her responses in the interview gave us insight that in this pandemic she used her trust and relationship with customer as a weapon alone with her savings.

Along with thematic analysis study reveals the blend of two different cultures, which are work from home culture and work from office culture; considering all the responses From different respondents, it clearly seems that the work from home culture is introduced abruptly in Indian work culture, besides entrepreneurs and their employees decidedly embraced the new culture. It was not at all easy at any end, because of no dedicated place to work at home, joint family structure, household chores etc. People are getting habitual of the new

trend but at snail's pace. New researchers should direct further studies to quantify the work from home culture's trend in Indian entrepreneurs.

Another sequela is necessity-based entrepreneurship which seems more secure, nucleus of customer-demand after COVID 19 days. Focus for coming few years will be on health and hygiene sector, online service sector. Next 2-3 years can bring technology revolution in India from online services and payments. For instance, digitalization of money was started from demonetization, but it was marketable after no human contact situation, likewise if earlier more focus was on popularity of brand now it can be trust/safety or health benefits of the particular brand. Entrepreneurs will target the need of belongingness and security observed during pandemic days.

Figure 4: Elaborates self compiled list of major upcoming drawbacks of the Pandemic and lockdown.
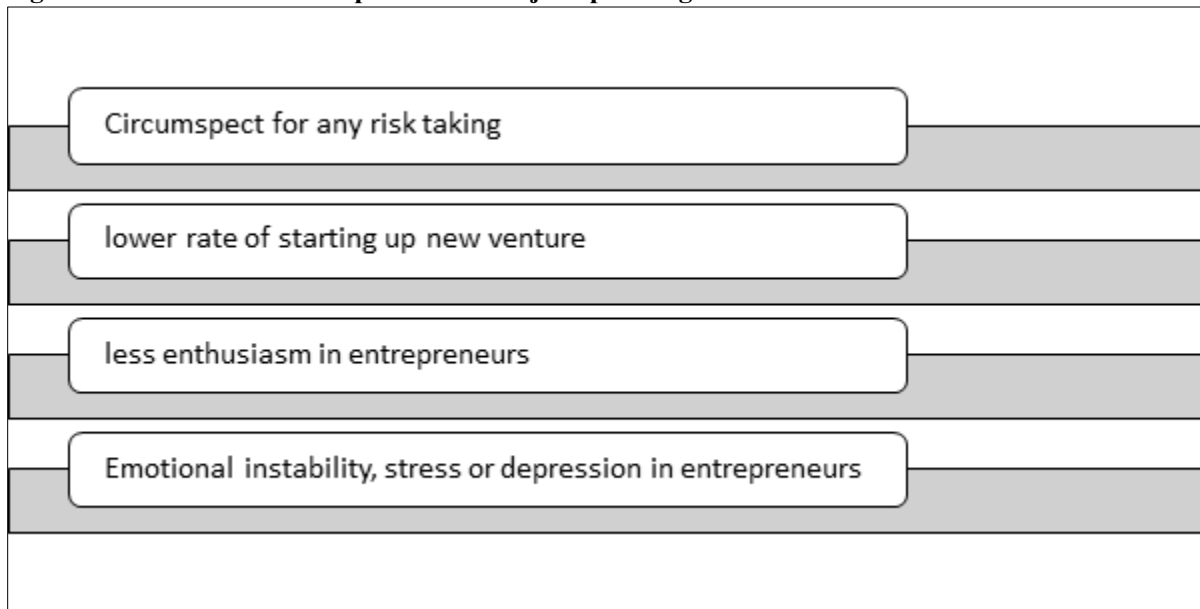
The main destruction in lockdown one was the emotional instability among entrepreneurs, this can further impact willingness to take risk and enthusiasm of entrepreneurs in the long run.

To briefly paraphrase this study searches for struggle of entrepreneurs during COVID-19 Pandemic, During qualitative analysis, the study gives insight to changes in psychological traits and in their survival strategy. In the Exploratory study big task was to accost entrepreneurs about this bad phase, while they were very much emotionally and financially effected at sudden lockdown. We showed a clear understanding of thoughts, and responses shared by entrepreneurs and manually transcribed and coded all responses to explore themes. The variables from conceptual model can further be tested through quantitative analysis.

References

Attride-Stirling, J. (2001). Thematic networks: an analytic tool for qualitative research. *Qualitative Research*, 1(3), 385–405.
https://doi.org/10.1177/146879410100100307

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology, 3*(2), 77–101.

Chatterjee, N., & Das, N. (2015). Key Psychological Factors as Predictors of Entrepreneurial Success: A Conceptual Framework. *Academy of Entrepreneurship Journal, 21*, 102.

Davidsson, P. (2020). The Covid-19 Pandemic as External Enabler of Entrepreneurship [online]. Australian Centre for Entrepreneurship Research, QUT. 2020. [viewed on 6 August 2020]. Available from: https://research.qut.edu.au/ace/2020/04/30/covid19-pandemic-as-external-enabler-of-entrepreneurship/

Dawwas, A. and AL-Haddad, S. (2018), "The impact of locus of control on innovativeness", *International Journal of Development and Sustainability*, Vol. 7 No. 5, pp. 1721-1733.

Driessen, M. P. & Zwart, P. S. (2006). The Entrepreneur Scan Measuring Characteristics and Traits of Entrepreneurs. Available at: https://www.researchgate.net/publication/265031019_The_Entrepreneur_Scan_Measuring_Characteristics_and_Traits_of_Entrepreneurs

Drucker, P., 1954. *The Practice Of Management*. New York: Harper & Row.

Francis, J. J., Johnston, M., Robertsona, C., Glidewell, L., Entwistle, V., Eccles, M. P., & Grimshawe, J. M. (2010). What is an adequate sample size? Operationalising data saturation for theory-based interview studies. *Psychology and Health, 25*(10), 1229–1245.

Gorgievski, M. J., & Stephan, U. (2016). Advancing the Psychology of Entrepreneurship: A Review of the Psychological Literature and an Introduction. *APPLIED PSYCHOLOGY*, 65(3), 437-468. https://doi.org/10.1111/apps.12073

Koh, H. C. (1996). Testing hypotheses of entrepreneurial characteristics. *Journal of Managerial Psychology*, 11(3), pp.12-25.

Kolvereid, Lars & Isaksen, Espen. (2012). The Psychology of the Entrepreneur. 10.1007/978-0-230-35809-6_3. In Mole, K. & Ram, M. *Perspectives in Entrepreneurship: A Critical Approach* (pp. 27–39). UK.

Kusumawijaya, Ida. (2020). Understanding Entrepreneurial Intention: The Prediction of Entrepreneurial Behavior. *International Review of Management and Marketing*. 10. 35-42. 10.32479/irmm.10077.

Mersha, T. and Sriram, V. (2019) Gender, Entrepreneurial Characteristics, and Success: Evidence from Ethiopia. *Thunderbird International Business Review*, Vol. 61, No. 2, pp: 157–167.

Naderifar, M., Goli, H., & Ghaljaie, F. (2017). Snowball Sampling: A Purposeful Method of Sampling in Qualitative Research. *Strides in Development of Medical Education, 14*(3).

Okhomina, D.A. (2010). Entrepreneurial orientation and psychological traits : the moderating influence of supportive environment. *Journal of Behavioral Studies in Business.*

Rauch, A., & Frese, M. (2000). Psychological approaches to entrepreneurial success. In I. T. Robertson (Ed.), International Review of Industrial and Organizational Psychology (Vol. 15, pp. 101-142). Wiley.

Reiter, B. (2017). Theory and methodology of exploratory social science research. *Human Journals*, 5(4), 129-150

Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs: General and Applied, 80*(1), 1–28.

SESHACHALAM, A. (2016). Women entrepreneurship in India. *International Journal of Research in Commerce, IT & Management, 6*(4), 53-55.

Shmailan, A. B. (2016). Compare the characteristics of Male and Female Entrepreneurs as Explorative Study. *Journal of Entrepreneurship & Organization Management*, 5(4).

Vaismoradi, M., Jones, J., Turunen, H., & Snelgrove, S. (2016). Theme development in qualitative content analysis and thematic analysis. *Journal of Nursing Education and Practice, 6*, 100.

Zhang D. D., & Bruning E., (2011),"Personal characteristics and strategic orientation: entrepreneurs in Canadian manufacturing companies*", International Journal of Entrepreneurial Behaviour & Research*, Vol. 17 Iss 1 pp. 82 – 103

INTERNAL AND EXTERNAL FIT SCORES AS PREDICTORS OF BRAND INTERNALIZATION

Chanda Gulati* Yogesh Upadhyay** Garima Mathur***

Purpose: *The study aims to examine the Congruence between Perceived Organizational Value, Preferred Individual Value and Service Brand Value; and the effect of the two-estimated congruence (internal and external) on brand identification and brand commitment.*

Design/methodology/approach: *The study is quantitative in nature and data is collected through online survey. In all, 409 employees of hospitality industry in Madhya Pradesh region filled the questionnaire, out of which 407 completely filled responses were accepted for the study. The hierarchial regression was applied to find the effect of fit on brand internalization constructs.*

Findings: *The study indicated a significant relationship of congruence with identification and commitment with the brand. The two calculated congruence scores have shown significant variance, more contribution of internal fit scores was found in comparison to external fit scores. Hierarchial regression showed that the calculated congruence scores, which were not contributing significantly beyond the perceived and preferred culture with constraints when regressed without the constraint, were significantly predicting brand internalization.*

Originality/value: *The study extended the concept of fit to capture the external dimension of congruence, which is being delivered as brand values to the customers. The study suggests that in services more emphasis should be laid on establishing congruence factors for better brand outcomes. The cultural profile may be helpful in the selection process as the value fitness is the priority apart from the fulfilment of the job description and it will even ease the socializing process.*

Keywords: Congruence, Perceived Organizational Value, Preferred Value, Service Brand Value, Brand Internalization, Brand Identification, Brand Commitment.

JEL Classification Code: D23, L83, M12, M14

Branding empowers the symbolic connotation of organizational products and services. But, the ultimate meaning of brand is actually defined by the customers. Traditionally, every organization tries to establish brand through advertising creating association with consumers' understanding (Keller & Lehmann, 2006). Still, some encounters fail in regulating the brand promise delivery like in services delivered by the employees. The concept of internal branding, thus, emerged to attune the delivery of brand to meet customers' expectation (e.g. Drake, Gulman, and Roberts, 2005). The branding concept is broadly classified into external and internal branding. External branding is directed towards outside of an organization explaining the sum total of all marketing activities influencing the behaviour of existing and prospective customers towards the products and services offered by the organization, whereas Internal branding is about influencing the behaviour of employees towards the brand, thus it supports the external branding by creating strategically brand aligned activities and ensuring its execution. The boundary spanning employees act as the brand ambassadors in service industry (de Chernatony, 2001). Each discrete service encounter prompt the customers to evaluate the quality of service through employees' response, thus employees are pivotal in generating the satisfaction among consumers (Bitner et al., 1990). Therefore, the companies care a lot towards the 'moment of truth' (reference) which has a far implication on them. Several studies have insisted on the significant role of employees' behaviours and attitudes in service branding (Bitner et al., 1990; de Chernatony & Riley, 1997). Service employees are considered focal in delivering brand promise at every individual interaction. Looking at the significant influence of employees' delivery on the customers' perception, the organization should ensure the optimum delivery of services by the employees in accordance to brand promise. Despite the need of the uniform brand delivery,

* **Assistant Professor, Department of Management, Prestige Institute of Management, Gwalior, India.**

** **Head & Dean, School of Studies in Management, Jiwaji University, Gwalior, India.**

*** **Associate Professor, Department of Management, Prestige Institute of Management, Gwalior, India.**

sometime the involved interactions at the counter make the service branding unpredictable. In the juncture of competitiveness, the emergence of 'Internal Branding' as an enabler for successful delivery of brand promise through rigorous communication and training activities are well accepted by most of the organization (Drake, Gulman, Roberts, 2005; King & Grace, 2009). The informed workforce is believed to deliver the promise efficiently. Furthermore, many studies have empirically tested the relationship and proved the competence of internal branding in advancing commitment (Burmann & Zeplin, 2005), loyalty (Papasolomou & Vrontus, 2006) and identification (de Chernatony, 2001). The enabler internal branding is based on supposition that employees' if understand, accept and commit them to the organizational and brand values delivered through brand promise, will be able to fulfil the customers' expectations. But, still this relation requires being validated empirically testing brand value congruence. The previous research posited that the employees should understand translating values in work behaviours and it could be achieved through promoting congruence (Gelle-Jimenez & Aguiling, 2021). In this research framework, we examined the effect of the congruence between the perceived and preferred organizational values on employees' brand commitment and brand identification. Additionally, we also examine congruence between perceived service brand values and preferred organizational values and its effect on brand commitment and brand identification. The present work take the work of Tepeci & Bartlett (2002) further who investigated the effect of fit between individual values and organization values on employees' job satisfaction and employees' intention to quit. Also, the present work attempts to establish the holistic brand preview investigating internal and external fit empirically in the context of employees' brand supporting attitudes and behaviours.

I. Review of Literature

Several researches have been conducted in the area of congruence emphasising on values of employees and organizations (Chatman, 1989; Kristof, 1996). In accordance to the previous research, values are defined as beliefs about desired behaviours. Individuals are guided by their values and accept the external values in symmetry. Value Congruence is the coherence or, harmony between values of self and organization (Chatman, 1989). The other important value that's been focused in this study is the brand value. The perceived brand values too stems from human traits of brands, defined as 'set of human traits associated with the brand' (Aaker, 1997). Thus, attributing human personality traits to the brand cue towards greater the coherence between brand personality and the individuals' self-concept, more favourable will be the individuals' attitude towards the brand (Sergy,

2000). Hence, congruity of self and brand may contribute in developing ideal image. The present study considers the three values, namely, individual preferred values, organizational perceived values and perceived service brand value for measuring congruence.

Edwards & Cable (2009) discussed in his research that value congruence that usually indicates positive outcomes are explained due to the trust, the employees have developed in the organization, followed by the transparent and comprehended communication and somewhat the least contribution is of interpersonal interaction. The brand identification concept is fundamentally based on Social Identity theory (Tajfel and Turner, 1985). SIT is the image created beyond personal identity wherein individuals define themselves in the societal acceptable context through some categorization and comparisons. Several studies have used SIT in the context of organizational identification (Ashforth and Mael, 1989; Bergamiand Bagozzi, 2000). Scott & Lane (2000) stressed that Identification does not require a formal relationship. For instance, brand customer relationship is where customers psychologically accept the brand as part of self. Thus, brand identification is assumed as a perceptual construct that is readily accepted by individuals or, that can't be forced for achieving goals. The same concept may be applicable in regard to internal customers. Few literatures have indicated a positive influence of identification on commitment towards organization (Bergami and Bagozzi, 2000 and Kristof-Brown et al., 2005). One study deduced the role of perceived salesperson and brand personality congruity on the identification of salesperson (Gammoh et al., 2014). Identification is defined, as "the perception of oneness or belongingness" to the entity (Ashforth and Mael, 1989) and the brand personality traits is "the human traits associated with the brand" (Aaker, 1997). The congruence construct is mostly accepted as positive construct indicating the fitness among the related factors (Holland, 1997; Spokane, 1993). Supporting the fit concept, several authors deduced that person and organization traits together affect the behaviour and attitudes of the individuals (O'Reilly et al., 1991; Chatman, 1989). The study on congruence of self and brand among consumers is being explained in several research studies (Sirgy et al., 2000; Kressmann et al., 2006), few have emphasised on the influence of this congruency on brand identification (Ahearne et al., 2005) and the strengthened relationship over time. The consistent findings were deduced in human resources context, supporting the congruence influence on employees' identification, their commitments towards organization and satisfaction (Cable and Judge, 1997; Kristof-Brown et al., 2005). There are several studies on Person-Organization fit (Edwards & Cable, 2009; Burmann et al., 2009, O'Reilly, 1991) relating employees' attitudes towards brand. Morhart et al. (2009) discussed in his study on

frontline employees that employees internalize the organizational brand if perceive congruence between their own values and organizational values, supported by (Gammoh et al., 2014) that more value congruence among employee, and organization, will ensure better identification with organization and brand. The identification with the organization was deduced as a positive outcome of value congruence (Edwards & Cable, 2009). In this study, the two congruence is being established, one between organizational values and individual values indicating '*Internal fit*' that explains the better fit of the employees with the internal systems; and the other between brand values and individual values indicating '*External fit*' that shows projection of the brand proudly by the employees to display the promised values to the external stakeholders.

H1: Internal Fit has a significant effect on Brand Identification.
H2: External Fit has a significant effect on Brand Identification.

Similarly, commitment was also observed as one of the outcome of congruity (Kressmann et al., 2006). Commitment construct is explained as 'psychological connect between the individual & organization' (Allen & Meyer, 1996). The consistent values are coherent in building role clarity improving the commitment among the employees towards the organization and brand (Kjuckhohn, 1951). Zhang & Bloemer (2008) showed a positive outcome of congruence effecting affective commitment. Consistent findings were observed by the authors approving the significant bonding of the commitment construct with congruence (Boxx et al., 1991; Posner, 1992; Ugboro, 1993; Verquer et. al. 2003; Rosete, 2006). The fit construct is often regarded as impetus to generate Identification and Commitment (Burman et. al., 2009). Applying the concept in both nomenclated fit, Internal and External, we propose that,

H3: Internal Fit has a significant effect on Brand Commitment.
H4: External Fit has a significant effect on Brand Commitment.

Most of the research on branding shows external orientation and implies on customers; but reckoning the importance of branding for employees, to streamline the focus of employees on branding and their role in conversion of brand message to reality for consumers, the study has explored the congruence of organizational values, individual values and brand values by using two fit scores, one indicating internal orientation and the other, external orientation. In the study, the congruence among the values, namely, organizational perceived value, the perceived service brand value and individual preferred value

were considered. The brand identification and commitment were the outcome constructs with which the relationship is to be established. Thus, the purpose of the study is summarised as to evaluate the effect of i) Perceived Organizational Value; ii) Perceived Service Brand Value; iii) Preferred Value; iv) Congruence of Perceived cultural and Preferred; and v) Congruence of Perceived brand values and Preferred values on Brand Identification and Brand Commitment among the hotel employees.

II. Research Design and Methods

The data was collected from the employees of hotel industry of Madhya Pradesh (India) region. Participants were 409 from all categories of hotels including unrated and rated hotels. The respondents comprised of 9.8 % (40) unrated, 0.7% (3) 1-star, 5.9% (24) 2-star, 43% (176) 3-star, 8.1% (33) 4-star and 32.5% (133) 5-star hotel employees. A total of 86.3% (353) respondents were Male and 13.7% (56) were females. The respondents included had 63.6% (260) of 0-5 years work tenure, 30.1% (123) of 5-10 years tenure and 6.4% (26) above 10 years of work tenure. In total, 407 responses were finally accepted for the study.

Measures
The dependent variable, Brand Identification was assessed using 8-item scale of Punjaisri et al (2009) adapted from Herrbach, Mignonac, and Gatignon (2004); Mael and Ashforth (1992); O'Reilly and Chatman (1986); Shamir, Zakay, and Popper (1998) explaining belongingness, pride and ownership. The other construct, *Brand Commitment* scale was measured using the scale of King & Grace (2010). Internal consistency of the Brand Identification scale and Brand Commitment scale were 0.950 and 0.953.

Cultural Congruence: The scale was adapted from O'Reilly et al., 1991 measuring Perceived Organizational Cultural Values, Individual Preferred Values and Brand Values. The scale consisted of 40-items of Cultural Profiling. The internal consistency of the 40-item scale for Perceived, Preferred and Brand values were 0.978, 0.974 & 0.978 respectively. Responses to these three items were averaged to obtain an overall measure of perceived P–O fit. The Congruence scores were then calculated. The details of fit and the congruence scores are discussed in the results.

Demographic variables included work tenure, gender, and the ratings of the hotel.

III. Results & Discussion

The study has used SPSS for the data analysis. The assessment of reliability and factors were done initially to

further examine the relationship between the independent and dependent variables through hierarchical regression. To assess the 40 items grouping, PCA with varimax rotation was applied. Firstly, the perceived cultural values were analyzed. KMO measure of the overall sample adequacy score found was 0.953, which is adequately supporting the exploratory factor analysis (Hair et al., 1998). The scree test yielded five factors showing 76.864 % of total variance explained. The **Table 1** presents the factor loadings of each factor with the eigen values and variances explained. The table shows Ideal work setting factor with 22 items explaining 36.098% variation in data. Eqanimous and innovation factors evolved with 5 and 3 items respectively, whereas, Informality and Rationality factors emerged with 2 items loaded each. A separate EFA was run to assess item groupings in factors of preferred cultural values and service brand values. The data

found KMO measure of .962 and .956 supporting EFA. PCA has given5and 5 factors with 75.349 percent and 73.790 percent of total variance in the preferred and brand value variables. Table 2 shows the item loadings of different factors of Preferred Cultural values. The factors derived are Ideal Work-Setting, Autonomy, Innovative, Informality and Rationality. Similarly, Table 3 shows item loadings of factors of Brand Values. All items loaded distinctly on five factors, viz., People Orientation, Innovation, Outcome Oriented, Rational and Informal.

All the three values as emerged into different factor structure, so the direct comparison of the brand, perceived and preferred values were not possible, hence the congruence of overall values may be considered more meaningful in this context.

Table 1: Factor Analysis of Perceived Culture.

Component	Total Eigen Values	% of Variance	Cumulative %	Items Converged	Factor Loading
Ideal Work Setting	23.096	36.098	36.098	Good in Decision making	.830
				Being analytical	.814
				Opportunities for professional growth	.812
				Having high expectations for performance	.803
				Having a clear guiding philosophy	.786
				Being result oriented	.785
				Risk Taking	.776
				Paying attention to detail	.765
				Being aggressive	.747
				Being team oriented	.740
				Offers praise for good performance	.726
				Being competitive	.721
				Achievement oriented	.716
				Enthusiasm for the job	.680
				Having a good reputation	.676
				Taking individual responsibility	.668
				Working long hours	.668
				Confronting Conflict directly	.667
				Adaptability	.666
				Tolerance	.640
				Sharing information freely	.634
				Emphasis on quality	.631
Equanimous	2.839	15.901	51.999	Being Calm	.758
				Fairness	.684
				Being socially responsible	.641
				Being supportive	.625
				High pay for good performance	.619
Innovative	2.052	11.191	63.190	Being distinctive-different from others	.863
				Being innovative	.835
				Being quick to take advantage of opportunities	.779
Informality	1.652	7.276	70.466	Not being constrained by many rules	.887

				Informal	.872
Rational	1.107	6.397	76.864	Being rule oriented	.821
				Being highly organized	.817

Table 2: Factor Analysis of Preferred Culture.

Component	Total Eigen Values	% of Variance	Cumulative %	Items Converged	Factor Loading
Ideal Work Setting	23.208	35.273	35.273	Having good reputation	.863
				High pay for good performance	.816
				Having a clear guiding philosophy	.809
				Sharing information freely	.779
				Being supportive	.764
				Being team oriented	.763
				Fairness	.763
				Offers praise for good performance	.734
				Paying attention to detail	.732
				Being result oriented	.723
				Enthusiasm for the job	.718
				Having high expectations for performance	.711
				Stability	.704
				Being people oriented	.698
				Opportunities for professional growth	.693
				Confronting Conflict directly	.678
				Security of employment	.677
				Emphasis on quality	.646
				Achievement oriented	.621
				Tolerance	.615
Autonomy	2.586	14.548	49.821	Provide Autonomy	.766
				Being quick to take advantage of opportunities	.696
				Decisiveness	.664
				Risk Taking	.642
Innovative	1.918	9.599	59.421	Being aggressive	.768
				Being competitive	.662
				Being innovative	.620
Informality	1.303	8.957	68.377	Informal	.818
				Not being constrained by many rules	.656
				Working long hours	-.608
Rational	1.124	6.972	75.349	Being highly organized	.794
				Being rule oriented	.767
				Being calm	.601

Table 3: Factor Analysis of Service Brand Values.

Component	Total Eigen Values	% of Variance	Cumulative %	Items Converged	Factor Loading
People/Team Orientation	22.482	24.534	24.534	Decisiveness	.735
				Being people oriented	.708
				Fairness	.707
				Confronting Conflict directly	.705
				Being competitive	.692
				Being team oriented	.692
				Enthusiasm for the job	.676
				Being supportive	.673
				Having a clear guiding philosophy	.657
				Sharing information freely	.624
				Being socially responsible	.614
Innovative	2.510	16.650	41.184	Risk Taking	.767
				Being distinctive-different from others	.759
				Being innovative	.757
				Being reflective	.736
				Being quick to take advantage of opportunities	.705
				Tolerance	.666
Outcome Oriented	1.967	13.127	54.310	High pay for good performance	.712
				Emphasis on quality	.696
				Adaptability	.639
Rational	1.417	10.824	65.134	Being highly organized	.715
				Security of employment	.661
				Stability	.657
				Being rule oriented	.602
Informal	1.140	8.655	73.790	Informal	.780
				Not being constrained by many rules	.760

Congruence Scores

The factors extracted above for the Perceived Value, Preferred Value and Service Brand values were not consistent, so the fit were calculated using each item instead of factor scores. The fit scores between Perceived Value and Preferred Value indicating internal orientation as well as the fit score between Perceived Brand Values and Preferred values projecting external orientation were calculated separately. The scores calculated were. The differences of sum of absolute values (D1): Each respondent's score for each statement (40 values in total) in "Perceived values" profile was deducted from the same statement in "Preferred values" profile. Thus, 40 fit scores were calculated for 40 value statements despite their signs, hence offsetting the positives and negatives. The difference scores ranged from 0 to 160, where the maximum numbers indicate lower degree of fit. The mean calculated was 38.61 and standard deviation was 37.23.

Similarly, the fit score, D2 was calculated using each statement in Perceived Brand values category and was deducted from the preferred values. Thus, again 40 fit scores in D2 was deduced. The difference scores ranged from 0 to198, where the maximum numbers indicate lower degree of fit. The mean calculated was 49.68 and standard deviation was 35.05.

Hierarchical Regression Analyses

The main purpose of the study was to measure whether fit scores explain brand commitment and identification that to particularly whether fit scores D1 and D2 explains the variance beyond the perceived cultural values, perceived service brand values and preferred values. To examine the effect independent variables on dependent variables, the six variables (independent) were entered in six steps respectively. The six variables entered as independent variables were Demographics, Perceived cultural value factors, Perceived Service brand values factors and Preferred culture value factors and Fit scores D1 and D2. In below table, first row shows R2, the variance explained by each of the three demographic set of variables. The beta value for each variable shows the sensitivity and relative significance of that individual variable in explaining two dependent variables. As perceived values, service brand values, preferred values, and fit scores are added, the change in R square and F statistic

confirms the significance of that change due to added constructs (refer Table 4). For brand identification, demographics explained 0.8% of the variance, which is not significant. Perceived cultural values explained an increase of substantial 45.2% of variance (F=55.693; p <0.01). PCaF1 (b= -2.771, p<.01), PCaF3 (b= -0.360, p<.01), PCaF4 (b= -0.401, p<.01) and PCaF5 (b= -0.340, p<.05), the four factors out of five were found influential in the brand identification perceptions. Perceived Service Brand values explained additional 11.3% of variance (F 17.390; p<0.01) and the significant contributors in the same where, PfCF1 (b= -0.585, p<.01), PfCF4 (b= -0.616, p<.01) and PfCF5 (b=0.166, p<.05). Preferred values explained a meagre increase of 8.8% variance (F = 16.674; p<0.01). PfCF2 (b= -0.596, p<.01), PfCF3 (b=0.183, p<.05), PfCF4 (b=0.185, p<.05) and PfCF5 (b= -0.180, p<.05) were important factors in explaining brand identification perceptions.

To determine if Congruence scores contributed in explaining brand identification over and above that explained by perceived culture factors, perceived service brand values and preferred culture factors, two scores of fit were entered in the equation last. Each of the two congruence measures was entered and tested separately. Congruence scores calculated as jDj; D1 and D2 contributed significantly or, an additional variance, where D1 (b=-.913, p<0.01) and D2 scores (b=.577, p<0.05) contributed in significant increase of the total variance explained in brand identification to 70.5%.

Table 4

Model	Brand Identification				Brand Commitment			
	β	R²	Change Statistics		β	R²	Change Statistics	
			R²	F			R2	F
Step 1: Demographic Tenure Category Gender	-.080 .008 .036	.008	.008	1.091	.025 .024 -.058	.005	.005	.698
Step 2: Perceived Culture A PCaF1 PCaF2 PCaF3 PCaF4 PCaF5	-2.771** .009 -.360** -.401** -.340**	.460	.452	55.693**	-.980* .276* -.004 -.181* -.022	.405	.399	44.606**
Step3: Perceived Service Brand Values B PSBF1 PSBF2 PSBF3 PSBF4 PSBF5	-.585** -.117 -.095 -.616** .166*	.573	.113	17.390**	-.574** -.254* -.059 -.685** .143*	.530	.126	17.544**
Step4: Preferred Culture PfCF1 PfCF2 PfCF3 PfCF4 PfCF5	.167 .596** .183* .185* -.180*	.661	.088	16.674**	-.228 .165 .203* .155* -.291**	.657	.127	23.809**
5: Fit D1 D2	-.913** .577*	.701 .705	.040 .004	51.575** 5.168*	-1.102** .310	.715 .716	.058 .001	78.919** 1.556

In like manner, brand communication was explained by the demographics with 0.5% of the variance at insignificant level. Perceived cultural values indicated a substantial increase of variance explained with 39.9% of variance (F=44.606; p <0.01). PCaF1 (b= -0.980, p<.05), PCaF2 (b= -0.276, p<.05) and PCaF4 (b= -0.181, p<.05), the three factors found significantly influencing the brand commitment perceptions. Perceived Service Brand values explained an incremental 12.6% of variance (F 17.544; p<0.01) and the significant contributors in the same where, PfCF1 (b= -0.574, p<.01), PfCF2 (b= -0.254, p<.05), PfCF4 (b=-0.685, p<.01) and PfCF5 (b= 0.143, p<.05). Preferred values explained an additional 12.7% of variance (F = 23.809; p<0.01). PfCF3 (b=0.203, p<.05), PfCF4 (b=0.155, p<.05), and PfCF5 (b=-0.291, p<.01) were significantly contributing to brand commitment perceptions.

In line with the previous instance, again two fit scores were entered to measure their contribution over and above explained by first four variables. The fit scores were entered separately and tested. Congruence scores calculated as jDj; D1 contributed significantly an additional variance of 5.8%, with (b=-1.102, p<0.01); whereas D2 was found as insignificant contributor in determining brand commitment.

The analysis has considered three of the initial constraints of perceived cultural values, perceived brand values and preferred cultural values, and then in the later step, the congruence scores were considered to explain the additional significant contribution on constructs of brand attitudes. Whereas (O'Reilly et al., 1991; Cable & Judge, 1996; Meglino et al., 1989) and many more authors have not assessed the fit effect with the constraints. So, considering the same, the data were regressed separately with congruence scores to analyse the impact. The demographic constructs, tenure, gender and category were entered followed by each fit measures.

Table 5

Model	R^2	Change Statistics		R^2	Change Statistics	
		R^2	F		R^2	F
D1	.328	.320	192.636**	.461	.456	341.961**
D2	.385	.057	37.221**	.492	.031	110.167**

Table 5 indicated the output of the regression applied, showing that all the measures of Congruence scores have significant contribution in the variance explanation of two independent variables. Among the two calculated fit/congruence scores, the congruence have shown significant variance, more contribution of internal fit scores are visible in comparison to external fit scores. Hence, it can be concluded that all calculated congruence scores, which were not contributing significantly beyond the perceived and preferred culture in the previous analysis were on the contrary when regressed without the constraint were significantly predicting brand attitudes. In fact congruence with introduction of constraints was studied since 90's (O'Reilly et al., 1991). Congruence studied so far has been subtle as most studied fit has been Congruence of actual and desired values (O'Reilly et al., 1991; Tepeci & Bartlett, 2002). Few more ignited the concept of Congruence in terms of individual and brand values (Hurrell & Scholarios, 2014; Sirianni, et. al. 2013; Sabrina Verena Helm, 2016; Xiong, 2014). The present study has proposed extended form of two fits in terms of external and internal fit. Moreover, the fit has been studied in terms of determining Brand Identification and Brand Commitment. Fit in itself a major predictor of association of individuals with brand (Burman & Zeplin, 2005; Burman et al., 2009 & Edwards & Cable, 2009). Although fit indicated person-organization fit in most of the case (Hurrell & Scholarios, 2014), few argue that fit is more than that, hence should be studied in extended form. Almost three decades back Boxx et al., (1991) proposed that a committed workforce can be guaranteed through a proper congruence of individuals with their organization values and culture. It has been further researched by several others also (Amos & Weathington, 2008; Burman & Zeplin, 2005; Chernatony, de.L. et al., 2003; Heskett, 1987; Kressmann et al., 2006; Meglino, Elizabeth C. Ravlin, Adkins, 1989; Posner, 1992; Rosete, 2006; Ugboro, 1993; Verquer et al., 2003). This study predicted that mainly in the service industry the inside-out concept of congruence is to be exercised for capturing the essence of branding and realizing the brand success.

Limitations
The study has few limitations. The latent factors of values were not common, so it has limited the scope of direct estimation. The study has thus used the item differences. The future study may use the scale measuring direct fit. Secondly, the data should include more number of participants for generalizing the results and thirdly, the study may consider longitudinal studies for further establishing the relationships.

IV. Conclusion

The study shows the implications and the future directions. The current study is taking the concept ahead, showing the fit required in the external preview. The findings of Tepeci & Bartlett (2002) stressed on the organizational culture, preferred individual values and the fit between the two, measuring effect on the behavioural intentions; which gave the present study the underpinning direction that the projected behavioural intentions displayed in front of the customers require another perspective to be measured and that is brand values, which helps in building the behavioural attitudes among the employees towards brands (that may help in strengthening the emotional connect). The present study has considered both the fit, i.e. Internal fit (between Perceived Organizational values and Preferred Values) and External fit (between Perceived Brand values & Preferred Values), which is extending the supposition further that in developing better behavioural attitudes internalization of both organizational and brand values are the requirement. From the theoretical point, the study has developed the framework indicating extension of the existing congruence concept that is usually measured for assessing brand supporting behaviours. Signalling a step ahead, the two type of fit is suggested for the consideration before concluding the brand behaviours among the employees insists to capture the complete essence of congruence in the internal branding context. The hypotheses were empirically tested in the study to see the viability of the same. Thus, the study had made a significant contribution in showing a holistic fit dimensions incorporating three values from the theoretical perspective.

As the factor analysis confirmed different and overlapping latent factors of the three values, so the study was unable to synchronize the three and preferred to use calculated score for representing fit namely, Internal fit measuring congruence between Perceived organizational values and preferred individual values; and External fit measuring congruence between Perceived service brand values and preferred individual values. Due to the lack of coherence among three as found during EFA performed, it's been suggested to prepare a common cultural profile for measuring the values of the three together. The drafted cultural file will even be helpful in a form of fit matrix during the selection process as the value fitness is the priority apart from the fulfilment of the job description. Adding to Tepeci's findings, the selection matrix may be improved by the inclusion of the suggested brand values thus; looking for the congruence among the three values will ease the socializing process too, which was earlier other way round that socialization process increases the fit (Chatman, 1991). The study indicated a significant relationship of congruence with identification and commitment with the brand. Thus, to develop the internalization among the employees, the hotel industry need to incorporate the cultural congruence values in their core values and help the employees imbibe the same. For practitioners, an ideal selection fit elements are indicated to be developed for improvising the selection processes and training programs.

References

Aaker, J. L. (1997). Dimensions of brand personality. *Journal of marketing research*, *34*(3), 347-356.

Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied psychology*, *90*(5), 945.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, *49*(3), 252-276.

Anisimova, T., & Mavondo, F. T. (2010). The performance implications of company-salesperson corporate brand misalignment. *European Journal of Marketing*, *44*(6), 771-795.

Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, *14*(1), 20-39.

Badrinarayanan, V. & Laverie, D.A. (2011). Brand advocay and sales effort by retail sales people: antecedents and influence and influence of identification with manufacturers brands. *Journal of Personal Selling & Sales Management*, 31(2), 123-140.

Bergami, M., & Bagozzi, R. P. (2000). Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization. *British Journal of Social Psychology*, *39*(4), 555-577.

Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: diagnosing favorable and unfavorable incidents. *Journal of marketing*, *54*(1), 71-84.

Boxx, W. R., Odom, R. Y., & Dunn, M. G. (1991). Organizational values and value congruency and their impact on satisfaction, commitment, and cohesion: An empirical examination within the public sector. *Public Personnel Management*, *20*(2), 195-205.

Burmann, C., Jost-Benz, M., & Riley, N. (2009). Towards an identity-based brand equity model. *Journal of Business Research*, *62*(3), 390-397.

Burmann, C., Zeplin, S., & Riley, N. (2009). Key determinants of internal brand management success:

An exploratory empirical analysis. *Journal of Brand Management*, *16*(4), 264-284.

Cable, D. M., & Judge, T. A. (1996). Person–organization fit, job choice decisions, and organizational entry. *Organizational behavior and human decision processes*, *67*(3), 294-311.

Cable, D. M., & Judge, T. A. (1997). Interviewers' perceptions of person–organization fit and organizational selection decisions. *Journal of Applied psychology*, *82*(4), 546.

Chatman, J. A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of management Review*, *14*(3), 333-349.

De Chernatony, L., & Segal-Horn, S. (2001). Building on services' characteristics to develop successful services brands. *Journal of marketing management*, *17*(7-8), 645-669.

Edwards, J. R., & Cable, D. M. (2009). The value of value congruence. *Journal of Applied Psychology*, *94*(3), 654.

Gammoh, B. S., Mallin, M. L., & Pullins, E. B. (2014). Antecedents and consequences of salesperson identification with the brand and company. *Journal of Personal Selling & Sales Management*, *34*(1), 3-18.

Gioia, D.A., Schultz, M. and Corley, K.G. (2000) Organizational identity, image and adaptive instability. *Academy of Management Review* 25 (1): 63–81.

Gelle-Jimenez, M., & Aguiling, H. M. (2021). Leveraging human resources management (HRM) practices toward congruence of values. *International Journal of Research in Business and Social Science (2147-4478)*, *10*(1), 85–94. https://doi.org/10.20525/ijrbs.v10i1.987

Hair, J. F., Anderson, R. E., Tatham, R. L., & William, C. (1998). Black (1998), Multivariate data analysis.

Helm, S. V., Renk, U., & Mishra, A. (2016). Exploring the impact of employees' self-concept, brand identification and brand pride on brand citizenship behaviors. *European Journal of Marketing*, *50*(1/2), 58-77.

Herrbach, O., Mignonac, K., & Gatignon, A. L. (2004). Exploring the role of perceived external prestige in managers' turnover intentions. *The International Journal of Human Resource Management*, *15*(8), 1390-1407.

Heskett, J. L. (1987). Lessons in the Service Sector. *Harvard Business Review*, March-April, 118-126.

Holland, J. L. (1997). *Making vocational choices: A theory of vocational personalities and work environments*. Psychological Assessment Resources.

Hurrell, S. A., & Scholarios, D. (2014). "The People Make the Brand" Reducing Social Skills Gaps Through Person-Brand Fit and Human Resource Management Practices. *Journal of Service Research*, *17*(1), 54-67.

King, C., & Grace, D. (2010). Building and measuring employee-based brand equity. *European Journal of Marketing*, *44*(7/8), 938-971.

Kluckhohn, C. (1951). *Values and value-orientations in the theory of action: An exploration in definition and classification*.

Kressmann, F., Sirgy, M. J., Herrmann, A., Huber, F., Huber, S., & Lee, D. J. (2006). Direct and indirect effects of self-image congruence on brand loyalty. *Journal of Business research*, *59*(9), 955-964.

Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel psychology*, *49*(1), 1-49.

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). CONSEQUENCES OF INDIVIDUALS'FIT AT WORK: A META-ANALYSIS OF PERSON–JOB, PERSON–ORGANIZATION, PERSON–GROUP, AND PERSON–SUPERVISOR FIT. *Personnel psychology*, *58*(2), 281-342.

Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of organizational Behavior*, *13*(2), 103-123.

Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of applied psychology*, *74*(3), 424.

Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of Marketing*, *73*(5), 122-142.

O'Reilly and Chatman (1986) showing that organizational commitment related to engagement in organizational citizenship.

O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of management journal*, *34*(3), 487-516.

Posner, B. Z. (1992). Person-organization values congruence: No support for individual differences as a moderating influence. *Human Relations*, *45*(4), 351-361.

Punjaisri, K., Wilson, A., & Evanschitzky, H. (2009). Internal branding to influence employees' brand promise delivery: a case study in Thailand. *Journal of Service Management*, *20*(5), 561-579.

Rosete, D. (2006). The impact of organisational values and performance management congruency on satisfaction

and commitment. *Asia Pacific Journal of Human Resources*, *44*(1), 7-24.

Scott, S. G., & Lane, V. R. (2000). A stakeholder approach to organizational identity. *Academy of Management review*, *25*(1), 43-62.

Shamir, B., Zakay, E., Breinin, E., & Popper, M. (1998). Correlates of charismatic leader behavior in military units: Subordinates' attitudes, unit characteristics, and superiors' appraisals of leader performance. *Academy of management journal*, *41*(4), 387-409.

Sirgy, M.J., Grewal, D. and Mangleburg, T.F. (2000) Retail environment, self-congruity, and retail patronage: An integrative model and research agenda. *Journal of Business Research* 49: 127–138.

Sirianni, N. J., Bitner, M. J., Brown, S. W., & Mandel, N. (2013). Branded service encounters: Strategically aligning employee behavior with the brand positioning. *Journal of Marketing*, *77*(6), 108-123.

Spokane, A. R., & Fretz, B. R. (1993). Forty cases: A framework for studying the effects of career counseling on career and personal adjustment. *Journal of Career Assessment*, *1*(2), 118-129.

Tajfel, H., & Turner, J. C. (1985). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* (2nd ed., 7-24). Chicago: Nelson-Hall.

Tepeci, M., & Bartlett, A. B. (2002). The hospitality industry culture profile: a measure of individual values, organizational culture, and person–organization fit as predictors of job satisfaction and behavioral intentions. *International Journal of Hospitality Management*, *21*(2), 151-170.

Ugboro, I. O. (1993). Loyalty, value congruency, and affective organizational commitment: an empirical study. *American Journal of Business*, *8*(2), 29-36.

Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person–organization fit and work attitudes. *Journal of vocational behavior*, *63*(3), 473-489.

Xiong, L. (2014). *Employee brand internalization: The central route to a brand aligned workforce*. Temple University.

Zhang, J., & Bloemer, J. M. (2008). The impact of value congruence on consumer-service brand relationships. *Journal of Service Research*, *11*(2), 161-178.

TIME VALUE OF MONEY: A COMMERCIAL INVESTMENT DECISION DILEMMA – A CASE STUDY OF "THE CORE MALL GHAZIABAD"

Amit Kumar Arora*

The case is structured around a real estate owner who is looking for a good marketing plan so that the sale can be increased which is badly affected due to COVID-19 and an investor who wants to purchase a commercial property in easy instalment with monthly rental income. The case is a practical orientation of the time value of money concept in financial management. The investor is in dilemma to select the best option out of the available three options, which is suitable as per his requirements. The case leaves the reader to investigate and suggest to the investor his/her investment decision.

About "The Core Mall"

The Core Mall Ghaziabad, at Crossing Republik, is establishing itself as a one-stop shopping and entertainment destination for the upwardly mobile population seeking the best-in-class retail experience. With its unique features and never-before-seen glass architecture, Core Mall, launched by Concept Capital, one of the most prominent companies in the real estate market is set to become a cynosure of modern retail activity. This See-Through Mall with a European concept, defined by an all-glass facade structure, offers the best of retail, office spaces, entertainment, multiplexes, food courts, and open-air restaurants for the first time in India. The upwardly mobile youth and lovers of contemporary lifestyle have already made it a top choice for those looking for an ultra-modern retail destination.

Picture 1: Design of "The Core Mall".
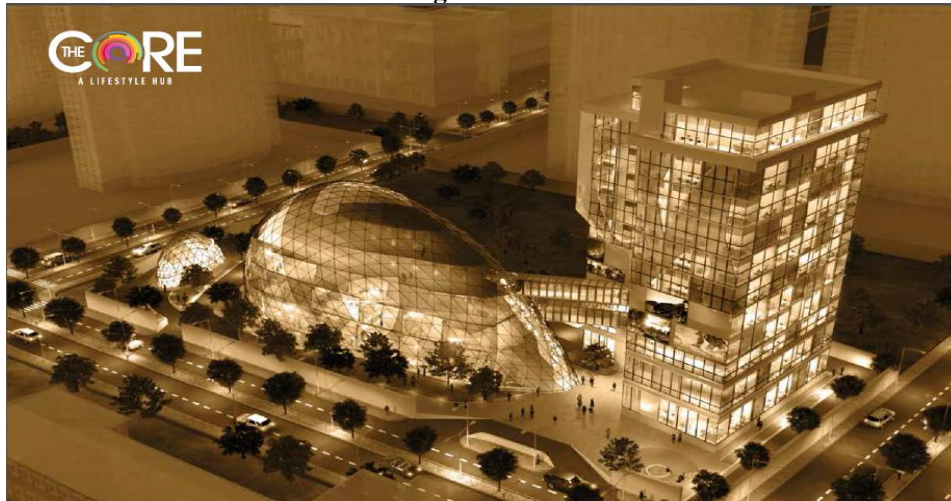
Suninder Sandha, Managing Director, Concept Capital Infra Projects (Concept Capital) said, "At Core Mall Ghaziabad, we are dedicated to delivering a high-quality shopping and entertainment hub with a host of luxurious amenities matching to European standards. Its strategic location at the immediate catchment of more than 5 lakh population of Crossing Republik, besides the availability of world-class brands in a nutshell makes it a most viable investment option

* **Associate Professor-Research - KIET, Group of Institutions, Delhi-NCR, Ghaziabad, India.**

with a sure-shot promise of enormous returns for discerning investors."

Highlights of the mall

The mall is having four floors for the sale, lower ground floor for the hypermarket, the upper ground floor and the first floor was for retail and the second floor for the food court having different prices (as shown in exhibit-1). Location of the project is prime (as shown in picture-3) and due to the heavy population in the surrounding, the probability of success of the project is too high. The mall is coming up with the cinema hall and in nearby area there are several high story buildings but no cinema hall and mall is there which again indicates the possibility of the success of Core mall. The other highlights of the mall are shown in the following figure:

Picture 2: Major Advantages of "The Core Mall".

Challenges and Issues

It was a cold evening of December when Mr. Sandha and his good friend Dr. Arora were sitting together enjoying the coffee and discussing with each other. Mr. Sandha raised his concern regarding the corona impact on the real estate and told to Dr. Arora that the real estate market is badly affected by the COVID-19 and it is a tough time to the builder lobby to cover the expenditures as the sales revenue are almost nil. Mr. Sandha was worried about the future and he was thinking to increase the sales.

Dr. Arora discussed with Mr. Sandha regarding his one of the friend Ms. Muskan who was looking for an investment opportunity to have some secondary source of income, which can provide the monthly return with an opportunity of a good amount of capital gain as well. Dr. Arora further told that Ms. Muskan is ready to invest initial amount and rest of the amount she is interested to pay in instalment in 2-3 years without taking any loan.

Dr. Arora advised to Mr. Sandha why he don't come with such flexible payment option plan where a buyer don't need to take any loan from the bank and buyer can pay the instalment to the builder. This will not burden the buyer as well as the sale which has gone down can be increased once again. Mr. Sandha found the suggestion very interesting and expressed his sincere thanks to his friend for the same. On the next day when Mr. Sandha reached his office he called a meeting of their advisors and discuss about the suggestion he got from Dr. Arora. He advised all to come up with flexi plan where a buyer can purchase the property on instalment basis and get monthly insured rental also.

Alternative Plans for Payment

As desired by Mr. Sandha, the team came-up with three payment plans given below where anyone can choose plan according to his/her requirement.

Plan-1: Down payment plan under which all the payment has to be made within 30 days. The construction company is giving a lease guarantee of Rs. 105 per sqft. Under this plan rent will start from the next month of the payment (as shown in exhibit -2).

Plan-2: Easy instalment plan -A under which 30% of the TSP is to be paid within 30 days and the balance is to be paid in 36 equal instalments (as shown in exhibit -2A) and

Plan-3: Easy instalment plan -B under which 20% of the TSP is to be paid within 30 days and the balance is to be paid in 30 equal instalments (as shown in exhibit -2B).

Under Plan-2 and Plan-3 the company will give monthly rent of Rs. 650 per lakh on the TSP during the instalments which will be adjusted against the monthly instalments and after the completion of the instalments company will pay a lease rent of Rs. 105 per sqft.

In addition to the BSP shown in exhibit -1 there are some other charges as shown in exhibit -3.

On all the payments GST is applicable @ 8%. The Recurring Deposit interest rate is 7% (compounded yearly).

Dr. Arora told her friend about the project of Ms. Sandha and various easy payment plans. Ms. Muskan went to the location of the project and found location is prime and due to the heavy population in the surrounding, the probability of success of the project is too high. She further investigates the various payment plans and other charges. Marketing manager explained her about the three payment plans. She is interested to purchase 100 sqft. area on the lower ground floor (hypermarket) without car parking space as it will cost Rs. 2,00,000 more. She is very good at bargaining and able to bargain10% discount on BSP under down payment plan and 9% discount on BSP under easy instalment plan – A & B.

Ms. Muskan make her mind to invest but still, she is confused about which plan will be better for her. As an advisor you are

requested to help him to decide as he is confused with the following options:
1. To choose a down payment option by borrowing the required amount from his father so that the monthly income can be started right now.
2. To choose Easy Instalment Plan -A in which he will pay 30% with the amount available with him and to have 36 instalments which will be having a less monthly burden on him as compared to the 30 instalments.
3. To opt for Easy Instalment Plan -B in which he will pay 20% with the amount available with him and have 30 instalments which will be having more monthly burden on him as compared to the 36 instalments.
4. Further, you are requested to determine which of the above plan is good from company's point of view.

Exhibits and abbreviations

Exhibit-1

Floor	Payment Plan – Down/Flexi (BSP)
Lower Ground Floor (Hypermarket)	15,500-16,000 per sqft.
Upper Ground Floor (Retail)	17,500-18,000 per sqft.
First Floor (Retail)	16,500-17,000 per sqft.
Second Floor (Food Court)	15,500-16,000 per sqft.

Exhibit-2
Down Payment Plan

Booking Amount	10% of TSP
Within 30 Days of Booking	90% of TSP
At the time of Possession	Registration Charges

Exhibit-2A
Easy Instalment Plan - A

Booking Amount	10% of TSP
Within 30 Days of Booking	20% of TSP
Monthly Rental Commitment	Rs. 650 per lac
Interest-Free Instalments	36 Monthly Instalments of 70% amount
At the time of Possession	Registration Charges

Exhibit-2B
Easy Instalment Plan -B

Booking Amount	10% of TSP
Within 30 Days of Booking	10% of TSP
Monthly Rental Commitment	Rs. 650 per lac
Interest-Free Instalments	30 Monthly Instalments of 80% amount
At the time of Possession	Registration Charges

Exhibit -3		IFMS	Rs. 100 PSF
Other Charges		Power Backup	Rs. 20,000 per KVA
EDC/IDC	Rs. 250 PSF	Car Parking (Optional)	Rs. 2,00,000
EEC/FFC	Rs. 150 PSF		

Picture 3: Location of "The Core Mall".

Abbreviations
BSP: Basic Sales Price
TSP: Total Sales Price
PSF: Per Square Foot
Sqft: Square Foot
EDC: External Development Charges
IDC: Internal Development Charges
EEC: External Electrification Charges
FFC: Fire Fighting Equipment Charges
IFMS: Interest-Free Maintenance Security
KVA: kilo-volt-ampere
GST: Goods and Services Tax

References

Core Mall Ghaziabad set to emerge as Epicenter of modern retail activities, accessed on 09-0802021 at 11:30 am at:
https://www.aninews.in/news/business/business/core-mall-ghaziabad-set-to-emerge-as-epicenter-of-modern-retail-activities20210802201853/
www.corethemall.com
www.conceptcapital.in

A Book Review On "Strategic Human Resource Management"

Author: Mike Millmore, Dr Philip Lewis, Professor Mark Saunders, Dr Adrian Thornhill and Dr Trevor Morrow.

Publisher: Financial Times Prentice Hall

P-ISBN: 978-0273681632

Year of Publication: 2007

Price: Rs. 7639/-

Rajnish Ratna *

This book mainly focuses on students of undergraduate, MBA and master's level who all reading SHRM as a module as it takes a strategic approach towards people-related issues. Authors clearly defined how conventional/professional HRM practices are different from SHRM initiative/policy with the help of examples.

This complete book is divided into two parts by the authors: Part 1: It includes the Overview of the topic SHRM and the role-played by SHRM in globalization of business. This part also contains evaluation of SHRM. Part 2: It includes Strategic Interventions related to many HR functions such as recruitment and selection, performance management, HRP, reward management strategies, Knowledge management, Learning organization etc. with ample of examples. To evaluate reader's understanding from the book many self-assessment exercises are given. This book provides true teaching and learning over various issues related HR functions.

Each chapter opens up with learning outcomes, which help reader to understand learning from chapter. It is reported that authors have fulfilled commitment by bridging up the gap between strategically directed management of human resource, which is easily in approach of student. The strength of this book lies in the combining 'S' (Strategy) with every HR function, which gives overall 'S' i.e., Success to the organization. Over half of the book deals with the planning and strategic aspects of HR processes. Every chapter contains a map, which briefly describes how the topics in that chapter are connected to each other followed by 'In Practice box' and key concepts, reader get hands on experiences in real world scenarios. To make understanding easy for every reader, authors had come up with diagrams. Summary help readers to have a quick review of the details that they got from the chapter. Further for self-assessment and learning points, self-check and reflect questions are given in every end of the chapter. For research purpose and for more reading about the topic some of the links are shared

at the end. Every chapter also contains a case study for discussion purpose where reader can apply their earned knowledge from the book.

After defining SHRM, its importance to the organization and its evaluation process the first process that comes is HRP then one by one through every function of HR. It covers many arguments to lead whether HRP should be considered as a connecting link between organizational strategy and SHRM practice or not. It also covers four different problems associated with the HRP. The contribution of Recruitment and Selection had been explained in strategic decisions at different orders vertically as well as horizontally. It describes a term Umbrella in which not only performance appraisal but many other activities are explained which are related to performance of an employee. It had beautifully described the psychological contract between employee and employer and what negative impact can be created when it is breached.

In further chapter, it cleared the myth of investment in HRD as waste of money by explaining the case of business turnaround in Hindle Power and proved HRD as a source of competitive advantage. This chapter includes learning organization, organizational learning and knowledge management. It helps reader to understand the difference between the topics and its relevance to SHRD.

It enlightens Strategic reward management in which different financial and non-financial reward managements are discussed. It explains SHRM is involved in employment relationship. This chapter also describes the difference in traditional psychological contracts and that of new one related to employment relationship. Potential policies and practices in relation to managing employee relations are elaborated under employee involvement and

* Associate Professor (HR & BRM) Gedu College of Business Studies, Royal University of Bhutan

participation topic. In this book, different graphs are used to demonstrate workforce for diversity management. Authors emphasize to divide diversity management in two approaches: the equal opportunities approach and the managing diversity approach. According to Authors, for many organizations, diversity management remains a theoretical concept rather than a strategic reality because organizations believe they are already undertaking sufficient investment through ensuring equality of opportunity.

It deliberates reactions and strategic objectives for downsizing. Author had covered every type of conditions in which downsizing is to be done e.g., in cutting costs, organization redesign strategy, systemic change strategy etc. Every aspect of implementation and reactions are explained with examples so that reader can differentiate in every step of implementation.

At the end of each unit, well-defined Glossary is presented by the author to define each term used in this book, which make easy for user to understand every terminology related to it.

Main strength of this book lies in its examples and case studies, which help reader to relate real world to the theoretical knowledge. It covers practical and step-by-step explanation of the cornerstones of HR.

Jagannath International Management School
Vasant Kunj, New Delhi

presents

Radio JIMS Vasant Kunj 90.4 MHz
Voice of The Voiceless

Jagan Institute of Management Studies
Rohini, Delhi

Presents

JIMS Rohini Community Radio 96.9 MHz

This radio is being run by the students and is providing an opportunity to develop programmes for community broadcast. The radio station is used by the college as laboratory for training students specializing in radio broadcast and they work in close coordination with community representatives and leaders. At present the radio broadcasts daily for eight hours with original programme of four hours in morning which is repeated in the afternoon. The students are encouraged to explore the needs of the society, thereafter, they conceive, design and broadcast their own programmes in a real life environment.

Printed, Published and owned by Manish Gupta, at MOR Pkt. 105, Kalkaji, (Opp. Kalkaji Police Station), New Delhi - 110019.
Printed by Applauze Creative, No. 3, 2nd Floor, DSIDC, Okhla Indl. Area, Phase-I, New Delhi - 110020. Editor: Amit Gupta