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**The ICFAI Foundation for Higher Education (IFHE),**

**Hyderabad**

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**Proceedings of National Conference**

**On**

**“Recent Trends in Human Resource Management”**

**on**

**24-10-2021**

**Editorial Committee**

Dr. Memendu Showry  
Dr. Namrata Chatterjee

**Organized by**

**Department of Human Resource Management**

**IBS**  
**ICFAI BUSINESS SCHOOL**  
Hyderabad

**A constituent of the ICFAI Foundation for Higher Education (Deemed to  
be University u/s 3 of the UGC Act, 1956)**

## Message from the Vice-Chancellor

Greetings!

It gives me immense pleasure to inform you that the Department of Human Resource Management is organizing its **conference on “Recent Trends in Human Resource Management” (Virtual)** on **24-10-2021** at IBS Hyderabad on the theme **“Contemporary HR Practices”**



The conference aims at bringing together scholars to discuss deliberate and analyze the changing face of human resource practices and their impact on employee and organizational outcomes. The disruptive technological changes across the industries have paved the way for HR professionals to adopt various contemporary approaches with respect to the changing business paradigms. Hence, the HR leaders need to relook into the HR practices such as recruitment, training, performance, and competency management. This shift has led to several opportunities for creating new processes and tools to achieve sustainable competitive advantage.

The contributions came from a diverse spectrum of representatives from academicians and practitioners researching in the HR domain. The submissions have captured diverse issues in the field of Human Resources and Organizational Behavior.

**Prof. J. Mahender Reddy**

The ICFAI Foundation for Higher Education, Hyderabad.

## Message from the Dean-Academics, IBS Hyderabad

Greetings!

ICFAI Business School, Hyderabad takes pride in organizing the conference on “**Recent Trends in Human Resource Management**” (**virtual**) on 24-10-2021 IBS Hyderabad is one of the most leading and prestigious B Schools in India accredited with AACSB. The school endorses its three-pronged mission which is to provide 'Right Knowledge', develop 'Right Skills', and build 'Right Attitude' for the students. The school's research orientation along with the enriched industry-oriented pedagogy incorporated into the various courses provide students, faculties, and executive participants with a rich learning experience.



Globally the organizations are undergoing a paradigm shift in the current times. Therefore, the role of HR has become extremely crucial in the way businesses need to perform. The shift has brought about the adoption of disruptive technologies leading to radical changes further impacting organizational performance and the well-being of individuals and society. The conference aims to explore the contemporary approaches towards HR challenges and how such approaches help achieve business outcomes. We, at IBS Hyderabad, have a vibrant Department of HR, which constantly strives to bridge the gap between practice and academia. This conference is another such attempt to address the various HR trends and bring forth possible solutions to cater to future HR issues, and challenges. The conference on Recent Trends in Human Resource Management has been organized around the theme “**Contemporary HR Practices**”. Academic research and practitioners' insights have been collated into this conference's proceedings.

It gives me immense pleasure in inviting all of you to the conference on Recent Trends in Human Resource Management, and hope each participant will reap the maximum benefit from the event.

Prof. C.S. Shylajan  
ICFAI Business School (IBS)-Hyderabad

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## **About IBS Hyderabad**

ICFAI Business School (IBS) is a constituent of The ICFAI Foundation for Higher Education. Established in 1995, IBS has been accredited by AACSB making it one of the premier business schools in India. The programs offered at IBS include Ph.D., MBA, and BBA. IBS is the only business school in India to have AACSB accreditation for undergraduate and doctorate programs along with its flagship MBA program. IBS is one of the consistently top-ranked business schools in India. The school has been re-accredited by South Asian Quality Standards (SAQS), rated A\*\* by CRISIL, EB2 IN by ICRA, and as an Excellent Business School by Eduniversal. IBS's MBA program is one of the largest in Asia with a student intake of around 1,200 per annum. In addition, over 60 scholars are pursuing PhD programs. The BBA program of IBS has an annual intake of around 1000 students. IBS faculty members have published around 500 research papers in reputed International and National journals. IBS has dedicated research and content development centers (ICMR & CDC) which are managed by a team of knowledge workers having years of academic and corporate experience. Case studies developed by IBS Hyderabad are used by the elite B-schools and premier consulting firms around the world. The institution has regularly won many awards and recognition in some of the most prestigious global Case Writing Competitions such as EFMD Case Writing Competition, Oikos Global Case Writing Competition, John Molson Case Writing Competition, Dark Side Case Writing Competition, Baylor-USASBE Student Case Research Competition, etc. Some of the cases have also been regularly featured in the list of The Case Centre's best sellers.

## **About HR Department**

The Department of Human Resources plays a significant role in grooming the students for pursuing their chosen careers. The department has a diverse pool of faculty who has rich industry and academic experiences. In addition to core courses such as Organizational Behavior and Human Resource Management, the department offers specialization courses in Competency Mapping & Assessment, Employment Laws, Global HRM, HR Analytics, Positive Psychology, Agile HRM, Human Resource Planning, Organization Development: Diagnosis & Interventions, Performance Management & Reward Systems, Strategic HRM, Training and Development, etc. Faculty members of the department have published research papers in reputed peer-reviewed national and international journals, which are Scopus abstracted and listed in ABDC, such as The Qualitative Report (Nova University, USA), Journal of Management Development (Emerald, UK), Advances in Developing Human Resources (Sage, USA), The Service Industries Journal (Taylor and Francis, UK), Evidence-Based HRM (Emerald, UK), International Journal of Social Economics (Emerald, UK) and others. The major thrust areas in which research activities are being pursued are Organizational Citizenship Behavior, Positive Psychology, Emotional Intelligence, Career Management, High-Performance Work Practices, HR Outsourcing, Competency Mapping & Assessment, Employer Branding, Work-life Integration, and HR Outsourcing.

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## Attuning Professional Mothers to Work: Establishing the Significance of Workplace Family Support in Improving New Mothers' Work Performance

Dr. Neha Gahlawat

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Despite receiving significant attention from sociological scholars and a growing discourse in popular culture, relatively little psychological research has investigated the work and non-work experiences of new mothers. In the current study, we have developed and empirically tested a multiple mediation model of the effects of perceived workplace family support on the work performance of new mothers. Drawing on signalling theory and the work-family enrichment model, we have explored how perceptions of workplace family support shape new mothers' work and family-related attitudes and behaviours. We establish that the relationship between workplace family support and work performance of new mothers is complex and is further shaped by three mediators, in series and parallel, namely childcare anxiety, psychosocial adjustment to motherhood, and maternal confidence. Findings from this study have the potential to inform policymakers about new mothers' challenges balancing work and family responsibilities and build the evidence needed to better support these policies.

**Keywords:** workplace family support, work performance, psychosocial adjustment to motherhood, and maternal confident

## Back Office to the World: India and HRO

*Dr. Md Abdul Nayeem*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Traditionally Human Resource function was performed internally in most organizations. But the advent of outsourcing in HR in the past decade has produced phenomenal changes in how the HR function delivers services. There is an overwhelming demand for reduced costs for the delivery of HR services. HR Outsourcing (HRO) decisions are the outcome of this demand. It is also argued that outsourcing provides the HR department, strategically, a measure for producing a competitive advantage for the firm. Although human resource management (HRM) outsourcing is an international trend little has been written in the Indian literature about HRM outsourcing choices. The research aims to determine first which HRM areas are most likely in India to be initiated during the financial crisis. Many questions shall be asked from the respondents about the use of HRO and the degree to which they vary using the Qualitative Interview method. Data shall be collected from the CII database. Theoretical and managerial implications will be drawn from the study.

**Keywords:** Human Resource Management, HR Outsourcing, Make or Buy Decisions in India, Corporate Strategy

## Human Trafficking- An Inexcusable Violation of Human Rights

*Kolachina Ramaraju, K. Bhavana Kalyan,*  
Department of MBA, CBIT,

**Abstract:** Human rights have always been discussed and debated across wherein the measures taken to safeguard them are always diluted in their intensity of execution. The intellectual strength and the strength of the teeth of many eminent speakers and theorists about human rights have been more unattached to the objective to be accomplished. The efforts of few social activists have partly safeguarded all those humans whose rights are being ignored and exploited in the form of human trafficking. Human trafficking can be understood as a process through which individuals are exposed to some exploitative situations for some economic gain. Poverty, violence and discrimination are some of the factors that increase the vulnerability to trafficking. The article conceptually addresses the peril of human trafficking with an alignment towards woman and child trafficking exploring the reasons for the same, possible measures that can be taken to control human trafficking quoting few instances and individual experiences on the same.

**Keywords:** Trafficking, Rights, Safeguard, Human, Exploitation, Woman, Child

## Impact of Environmental Comfort on Employee Performance and Engagement-The Mediating Role of Well Being

*Prof. Smita Kulkarni*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** There is substantial research on how the physical environment influences both how tasks are accomplished and other behaviors of employees. Several researchers have also documented several ill-effects of an unhealthy physical work environment like stress, absenteeism, and turnover intention. But there are several other influences and relationships to be explored in this area.

**Keywords:** Physical environment, employee health, performance

## Career Decisiveness: The Role of Motivational Factors and Career Planning Attitudes

*Dr. Prerna Chhetri*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Drawing from the Motivational Systems Theory (Ford, 1992), this study investigates the mediating role of career planning attitudes (career optimism, career adaptability, and perceived knowledge of job market) on the relationship between motivational factors (goal, emotion, context belief and capability belief) and career decisiveness. The study tested two research models, one hypothesizing the mediating role of individual dimensions of career planning attitude, and, the other hypothesizing the mediating role of collective career planning attitude (operationalized using career future inventory scale) between motivational factors and career decisiveness relationships. The findings of the study suggested that individual components of career planning attitudes, as well as the collective career planning attitudes, fully mediate dimensions of motivational systems theory and career decisiveness relationship. The theoretical and practical implications of the finding of the study are discussed.

**Keywords:** career decisiveness, motivation, career optimism, career adaptability, capability beliefs, goals, emotion, perceived knowledge of job market

## Determinants of Smart Speaker Adoption: An Extension of UTAUT2 Model

*Dr. Kranthi Kumar*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** The SSP market in India has witnessed tremendous growth and as noted by the Forbes (2019) report. It is observed that in the report that utility of SSP is mostly seen in Indian English-speaking families. The TechArc Analytics Report (2021), further added, in the year 2020 over 1 million SSP devices were sold in India. The growth projected growth in India according to Statista (2020), stood at a CAGR (compound annual growth rate) of 9.9% with expected revenue at 750 million US dollars by the year 2025. Thus, it becomes necessary to explore determinants of a smart speaker while adopting it. The theoretical underpinning for the present study is the UTAUT2 model. To pursue the research objective data is collected through a self-administered questionnaire, which was distributed to students of private universities in south India. Structural Equation Modelling is used to understand the causal relationships.

**Keywords:** Smart speaker adoption, UTAUT2 model.

## Employee Engagement and Commitment: Analysing the Role of Spiritual Leadership

*Dr. Asha Binu Raj*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** With the growing realization of the significance of positive workplaces, institutions emphasize HR processes and practices resulting in a range of positive emotions and attitudes among employees. Cameron et al. (2003) state that positive organizational scholarship (POS) factors lead to positive outcomes, processes, and attributes of organizations and their members. In the contemporary organizational perspective, POS emphasizes positive workplace processes that create a positive employee/organizational outcome. This approach provides a scope to examine positive work-related attitudes such as employee engagement and organizational commitment through workplace practices. Relating to emerging patterns of workplace spirituality, leaders who can support and enhance positive expressions among employees at work may lead to positive employee outcomes such as engagement and commitment. In this context, spiritual leadership may result in proactive employee behavior (Chen et al., 2019) by encouraging the meaning and purpose of life/work at the individual and organizational levels. This can further elevate organizational commitment and productivity (Fry et al., 2005; 2010) through engaging the employees. Various conceptualizations of employee engagement establish its linkage with positive emotions at the workplace, which is a fundamental element of positive psychology and POS. Spirituality at the workplace is responsible for employees' subjective happiness (Rajesh et al, 2019) and hence their well-being. Happiness being perceived from a POS angle can potentially improve the emotional and affective quotient among employees. Engagement strategies of organizations trigger positive emotions, thereby influencing their connectivity to their jobs and organizations. Hence from a contemporary perspective, there is a need to investigate employee engagement and commitment dimensions and how they are influenced by spiritual leadership in organizations.

**Keywords:** Employee engagement, Positive psychology, Spiritual leadership



## Exploring the Relationship between OC Components and OCB types

*Dr. Niraj Chimote*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** The purpose of this study is to explain the two concepts namely OC and OCB in an organizational context through their components and types. The vast Literature reveals a positive correlation between the two but only as a whole. Many studies have been conducted on School teachers, restaurant employees, bank employees, part-time and full-time employees, public and private sector employees, etc. However, the research gap here is that the 3 component OC model (Affective, Continuance and Normative-Meyer and Allen,1991) can be individually tested on each type/factor of OCB to find out the component-wise impact on each OCB type (Altruism, Conscientiousness Sportsmanship, Courtesy, and Civic Virtue-Organ-1988) (Only after their conversion into factors). It may also help to understand whether OC can be considered as an antecedent of OCB. The objectives of this study are to explore the actual factors of OCB and to find which of these explored factors are significant in determining the type of OC. The questionnaire has been designed based on the items defined by the Smith et. al framework and Podsakoff et.al-1990 scale. The sample respondents will be University employees. Factor analysis will be used to group the OCB items into principal components. These factors will be regressed with the individual OC component model given by Mercurio-2015 as an extension to Meyer and Allen's 1991 three-component model. The results may help the researchers find the commitment level of employees towards their organization and it will also indicate whether this commitment/loyalty is the one that makes them behave in a discretionary manner over and above their actual job description to result in Organizational effectiveness. I will be discussing four papers that summarize that benevolent sexism negatively impacted participants' self-efficacy in mixed-sex interactions. The research also talks about self-efficacy as a mediating mechanism in the relationship between benevolent sexism and workplace performance.

**Keywords:** Organizational citizenship behavior, Models of OCB

## Antecedents and Outcomes of Work-Life Integration in IT Sector

*Dr. Kalaa Chenji*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Work-life integration is a logical evolution of 'work-life balance' implied that work and life competed, but integration connotes the real-world experience where employees are committed to managing both work and family priorities simultaneously. The proposed study aims to identify the antecedents and outcomes of work-life integration of employees in the IT sector with reference to a specific theoretical framework drawn by work-family boundary dynamics. Boundary theory (Nippert-Eng 1996) holds that individuals vary on a continuum in the extent to which they prefer to either segment or integrate their work and family roles. The implications of the study aim to improve the performance, health/well-being, and enrichment of employees contributing to the employers' competitiveness and profitability.

**Keywords:** Work-life balance, Work-life integration, Boundary theory, work-family boundary dynamics, well-being

## Impact of Covid-19 Second Wave on Indian Stock Market

*K. Hema, Preethi Divya.A*

Department of MBA, CBIT,

**Abstract:** From United States to Japan, over 180 geographies have reported a confirmed case of coronavirus and almost everyone on this planet is adversely affected by this virus. An event of this scale would bring along many catastrophic consequences- social and economic. Many pundits have already declared COVID-19 as the “Black Swan” of 2020 with global economies starring at one of their worst recessions ever. There is something strange happening in the stock markets across the globe, especially India. It states that the markets are either not paying adequate seriousness to the pandemic or anticipating the discovery of a vaccine more optimistically when compared to the rest of the world. The bounce back to pre-COVID levels has left many investors in ambiguity. This piece is not about predicting what will happen to the markets going forward rather it talks about what could be a possible explanation to the path markets followed since the announcement of lockdown in India. In this context, the paper tries to examine the impact of covid 19 on Indian stock market.

**Keywords:** Indian market, Covid, lockdown, impact

## Executive Coaching Intervention

*Dr. KN Viswanatham*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** The efficacy of leadership training has been subjected to extensive criticism by scholars due to the lack of effective outcome measures and questionable return on investment. As a result, executive coaching has emerged as a leadership development practice in the west in the past two decades. Executive coaching has the appeal of an effective leadership development imperative though there are many speculations. The paucity of empirical research into the effectiveness of executive coaching has also been documented. The executive coaching industry is yet to mature in India and coaching interventions are still used sparingly in Indian organizations. This is partly because of the huge budgets involved, the lack of qualified and certified professionals in the country, and also matters related to organizational mindset. The objective of this seminar is to offer an experiential account of the domain of executive coaching through a consulting intervention carried out during the years 2017-18 with an Indian manufacturing company.

**Keywords:** Executive Coaching, Consulting

## Implementation of Entrepreneurship Education in Higher Secondary Schools at Tiruvallur District of Tamil Nadu

*Dr. Akbar Jan*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Entrepreneurship is increasingly recognized as an important generator of economic development and innovation (Bakotic & Kruzic (2010)). As many firms respond to the growing competitive pressure by reducing their workforce or relocating their businesses, hence country like India needs new, innovative and growth-oriented enterprises that can withstand the competitive pressures and create new jobs. Moreover, it has been estimated that every third entrepreneur will retire within the next ten years and the number of successors is low. Therefore, young people with entrepreneurial skills have the intention to take over or launch new Startups. To reach this goal, strategic measures are needed that increase the entrepreneurial intention (i.e. the number of people considering self-employment option) of young people. One feasible strategy is to implement Entrepreneurship Education in higher secondary schools (Fuchs et al. (2008)). It is largely agreed among experts that it should no longer just be an extra-curricular activity, but instead should be embedded in the curriculum of the higher secondary schools. Tamil Nadu Start-ups & Innovation Policy 2018-2023, which proposes a new approach to inculcate innovation & entrepreneurship from the high-school level which is the indicator for the research proposal. The research proposal focuses on the geographical location of the Tiruvallur district of Tamil Nadu which is economically backward and has a high unemployment rate. Moreover, the school dropout rate in secondary education is very high at 7.16% which is more or less the same among girls and boys. Where this district has nearly 340 Government higher secondary schools. Therefore, this research study plans to explore the role of various stakeholders (State government of Tamil Nadu, Educators, Parents, and Students) of higher secondary education towards the implementation of entrepreneurship education as part of the curriculum. In the course of identifying best practices for implementation of Entrepreneurship Education in secondary schools, the study focuses on policy regulations from Tamil Nadu State Government, curriculum development, teaching standards, and methods.

**Keywords:** Entrepreneurship Education, Higher secondary schools, Tamil Nadu

## Toxic Positivity and Wellbeing: The Role of Recovery

*Dr. Raghavendra S*

Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Trying to keep a positive attitude isn't a bad thing. It is not healthy, however, to try to hide your anxiety, stress, and depression behind an insincere and forced veil of positivity. Toxic Positivity is defined as "the tendency to portray oneself as happy regardless of circumstances" (Quintero, S. & Long, J., 2019). Forcing someone to express only positive emotions can stifle communication and make them feel bad about themselves for having negative thoughts. Toxic positivity encourages people to ignore difficult emotions, potentially amplifying their power. Although there are advantages to being an optimist and engaging in positive thinking, toxic positivity rejects difficult emotions in favor of a cheerful, often falsely positive, façade. Toxic positivity deprives people of the genuine support they require to cope with their circumstances, negatively impacting their well-being. The study aims to examine the relationship between toxic positivity with wellbeing and the role of recovery strategies to cope with the negative impact of toxic positivity.

**Keywords:** Interpersonal transgression, well-being, recovery

## High Performance Human Resource Management Operations and Organizational Performance

*Mr. GRK Prasad*

Department of Hyderabad Business School, GITAM

**Abstract:** Recently, significant attention has been given to high performing universities — those Universities that consistently out-perform their competitors — in an attempt to determine what factors contribute to their success. The challenges of market saturation, changing mind set of students, and the economic downturn of India may require Universities to adopt human resource management practices capable of improving the Effectiveness of Universities. Adopting the validated scale of Sun et al., (2007) and an adapted scale of Chand and Katau, (2007) , a sample of 100 employee from a state of India were surveyed to ascertain the best HR practices capable of high performance of the university. The result of the survey suggested that clear and transparent job description, incentive based reward, promoting internal mobility, encouraging team work, and assuring employment security can enhance effectiveness of the university. However, the bureaucratic organizational culture along with the expected role of a ‘model employer’ for both faculties and students will make the journey of the universities towards designing a HPHRP more difficult and challenging.

**Keywords:** High Performing Human Resource Practices; Organizational Effectiveness; Higher Education Industry; Clear Job Description; Incentive Based Reward

## Emotion Regulation Strategies and Job Search Behaviour: The Role of Job Search Anxiety and Job Search Self-esteem

*Dr. Chetna Priyadarshini*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** The job search is a stressful process, especially for the job seekers having involuntary job loss and for the ones in the phase of the school-to-work transition. The university leavers' anticipation of difficulties due to perceived internal and/or external barriers in transition to work has been shown to lower feelings of control over career and trigger anxiety (Monteiro & Almeida, 2015). Past studies have also reported the adverse impact of economic macro events like recession on the psychological well-being and career-related behavior of university graduates. However, it has been argued that the impact of the economic crisis situations would be much stronger on the emotional reaction and behavior of the job seekers; due to sudden and unexpected changes in work preferences and shrinking job prospects as a result of the global economic downturn. The upcoming uncertainty associated with career and job attainment may therefore lead to feelings of anxiety. This is consistent with psychological theories of stress, which show an association between anticipation of difficulties and emotional wellbeing (Lazarus & Folkman, 1984). In this regard, the present study intends to examine the influence of emotion regulation strategies on the job search behavior of university graduates via job search-related anxiety and job search self-esteem as perceived by the new entrants to the job market.

**Keywords:** Job search behavior, Self-esteem, emotion regulation strategies



## **Bibliometric Study on The Last 30 Years of Research on Workplace Bullying and Harassment**

*Dr. Surajit Saha*

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**Abstract:** In recent times, workplace bullying, an ingrained part of workplace behavior, has become very relevant, both in academia and the industry. Largely, people have begun to realize the 'dark sides' of employee behaviors that effectively tend to have a severe effect in terms of employee productivity, resulting in organizational losses. Possibly the biggest loser in such instances, is the affected employee, who loses out on his/her career prospects, suffers from mental health issues, while trying to still be relevant in terms of long-term resilience and survival. This study attempts to uncover the underlying intellectual structure of the existing discourse while identifying and suggesting areas of extensive future research.

**Keywords:** Bibliometric analysis, workplace bullying, harassment

## Investigating Conflict-Intention to Resign Relationship Among Dual-Career Couples

*Dr. Neha Gahlawat*

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**Abstract:** Using data from 406 dual-career coupled employees in the Indian context, the current study has indicated that favorable perceptions of workplace support variables like work-family balance actions, supervisor support, co-worker support, work autonomy, and role clarity lead towards heightened life satisfaction among dual-career couples. However, this relationship is not as simple as it seems. Interestingly, none of the five workplace support initiatives is directly related to life satisfaction among employees. Bootstrap results via serial mediation model establish that job satisfaction, career satisfaction, and family satisfaction mediate individually and serially the relationships between various workplace support variables and life satisfaction. The study has the potential to prove beneficial in improving the lives of employees if thorough consideration is given to workplace support about various types of employees' satisfaction.

**Keywords:** Dual career couples, workplace support, life satisfaction

## Factors Effecting Volatility in Indian Stock Market with Reference to NSE Nifty

*Dr. G R Prasad Kandi & M. Ramya Sri*

(Department of MBA, CBIT)

**Abstract:** Stock Market is one of the most versatile sectors in the financial system, and it plays an important role in economic development. Stock Market is a platform for trading various securities without any barriers. In stock market various companies are listed to their business venture through public issues. In the current scenario, long term investors are investing in the companies through Stock Market to attain profit. The study confines to selected securities in National Stock Exchange (NSE), this largest turnover in Indian capital market. Volatility is a statistical measure of the dispersion of returns for a given security or Market Index. Commonly, the higher the volatility greater the risk associated with the security. Volatility estimation is important for several reasons associated with different people in the market. Developed markets continue to provide over long period of time with higher returns constituting low volatility. The study covers factors and cause impact of volatility in selected stocks in NSE using statistical measures. The study would facilitate to understand the past, current and future aspects of Indian Stock Market.

**Keywords:** Stock markets, NSE, Volatility

## Exploring the Antecedents of Household Waste Separation Behavior among Urban Residents in India

*Dr. Namrata Chatterjee*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Growing urbanization has led to an intense increase in household waste generation causing a significant impact on the environment. Household wastes include garbage such as paper, electronic equipment, food wastes, plastic and glass, metal cans, and clothing discarded from homes. To tackle the problems of household waste generation, researchers have suggested methods such as recycling, remanufacturing, and converting the wastes to energy and compost. However, the effectiveness of such methods largely depends upon household wastes separation. Waste separation is the process by which waste is classified into different elements operated manually in the household. Past researches have shown that household waste separation has not been successful enough due to the lack of participation from the residents. In India, the government has taken initiatives such as “Swachh Bharat Abhiyan” that aims at waste management at a large scale, but mostly the household wastes are submitted without much segregation and lead to piling up the landfills. To bridge this gap, it is critical to explore the factors that influence urban resident’s waste separation behavior, to facilitate public participation in the waste separation programs and also provide insights to policymakers to design suitable strategies considering the factors that strongly influence resident’s attitudes, intention, and behavior towards waste separation. Prior studies on household waste separation have considered Schwartz’s Norm Activation Model, Theory of Reasoned Action, and Theory of Planned Behavior as some of the behavioural theories to investigate the factors influencing waste separation behavior. The current study considers the Model of Goal-Directed Behavior to explore the factors and additionally test the roles of Perceived moral obligation and Environmental Self- identity in explaining urban Indian resident’s waste separation behavior.

**Keywords:** Household waste separation behavior, Theory of planned behavior, Recycling

## Echoes of Workplace Incivility: A Moderated Mediation Model of Job Burnout and Turnover Intentions

*Dr. Kalaa Chenji*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** The objective of this paper is (i) to examine the mediating role of personal and work-related burnout in the relationship between workplace incivility and turnover intentions and (ii) to find the moderating role of inter-generational differences between workplace incivility and turnover intentions. To achieve these objectives, the data is proposed to be collected from academicians in India. Data analysis will be done using multiple regression analysis. The results are expected to augment Fredrickson's Broaden-and-build theory. The results are expected to benefit academic organizations in general and academics in particular.

**Keywords:** Workplace incivility, job burnout, turnover intentions

## **The Danger in Danger – A study on the Psychological Impact of COVID-19 Lockdown on people in the Indian context**

*Dr. Preshita Neha Tudu*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Novel Coronavirus disease (COVID-19) was declared a pandemic on the 11th of March, 2020 by World Health Organization (WHO) as by then it had already infected 114 countries, India notwithstanding (WHO, 2020a). To stop the rapid spread of coronavirus, the governments of various countries have mandated extreme social distancing in the form of lockdown. Today around 2.6 billion people around the globe are under lockdown. The psychological effect of lockdown will result in anxiety which will lead to a secondary epidemic by the end of 2020 (WEF, 2020, WHO, 2020b). In a survey by Kaiser Family Foundation in mid-March, 2020, 32% of respondents were worried and stressed about Covid-19 which negatively affected their psychological health, which increased to 45% by March-end. Failing to anticipate the approaching psychological-related epidemic may take a toll shortly. Against this background, it is prudent to understand the factors that may result in anxiety among people under lockdown. The study adopts the grounded theory approach to collect, analyze, and code the data elicited from 37 semi-structured interviews.

**Keywords:** COVID 19, the psychological impact

## Labor Strife and Hostility at Pricol

*Dr. M. Showry*

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**Abstract:** In Dec 2019 Supreme court upheld the High Court verdict of awarding life sentence for two of the Pricol workers and acquitting the seven accused in the famous labor violence that took place at Pricol, which resulted in the death of VP HR of Pricol Mr George. The case study on Labor strife at Pricol, a global manufacturer of automotive components and accessories, focuses on the intense Employee problems and industrial unrest that have plagued the company. The case study discusses the causes and accentuating circumstances leading to one of the most bitter industrial disputes between the management and employees of Pricol resulting in violence and unfortunate killing of Human Resources Vice President Roy George as well suicide of workers. It traces the cause of incidents, which triggered a strike at the company due to ongoing hostility between the management and employees. The lack of proper understanding and implementation of employment laws and the management's inefficiency in anticipating the consequences while dealing with the problems not only resulted in the loss of productivity but also incorrigible damage to human life. Besides, the company and nation as a whole attracted global attention spreading a violent and damaging image about the Indian employees. The case study also dwells in detail on the causes of prevailing tension between the employees and the management often aggravated by rampant violation of employment laws due to rigid management and agitating militant trade unions.

**Keywords:** Labor strife, Industrial disputes, Hostility, Case study

## Does Workplace Wellbeing Mediate the Relationship Between Workplace Spirituality and Job Satisfaction?

*Dr. Asha Binu Raj*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Due to the increased organizational expectations of high employee performance and productivity, workplaces are experiencing rising stress, burnout, and negative psychological, emotional, spiritual and physical outcomes due to high performance-related pressure. These work-related issues faced by individuals and organizations affect the overall well-being of employees and communities. In this context, workplace spirituality offers alternatives to employers and employees which help balance between performance and wellbeing. Almost all areas in organizational behavior and human resource management can be effectively managed through spiritual practices involving compassion, meaningful work and transcendence at the workplace. This is relevant from a positive organizational perspective as it facilitates positive emotions among employees resulting in internal and physical wellbeing and further positive employee outcomes such as job satisfaction.

**Keywords:** Does workplace wellbeing mediate the relationship between workplace spirituality and job satisfaction?



## Teachers' Satisfaction with Life During the Pandemic

*Dr. S. Raghavendra*

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**Abstract:** Throughout the COVID-19, teachers, school counsellors, and other faculty members have been providing services to students that include remote teaching, supporting students to learn, counselling them to be emotionally and mentally strong. This kind of support help students to maintain their mental health and wellbeing but little or no emphasis has been given to maintaining the mental health and wellbeing of teachers. On the flip side, teachers are trying to balance the new way of living with the pandemic, face the challenges of remote teaching like learning new technical skills to do their job and other personal life issues. The professionals like teachers who help others often experience stress, which may lead to depression, burnout, and in more severe cases post-traumatic stress disorder. The current study aims to explore the teacher's satisfaction with life during the pandemic.

**Keywords:** Pandemic Teachers' Satisfaction, Depression, Burnout

## The Entrepreneurial Hexagon- A Theoretical Framework

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**Abstract:** The success of any business organization depends on the way it is being managed. There are several factors that make an entrepreneur to be perceived as successful that includes a list of personality or individual traits that can influence the entrepreneurship behaviour. There can be a possible difference of opinions regards the perceived significance of these attributes from person to person. The article aims at exploring six such dimensions of entrepreneurship that can be instrumental in running a business with least possible confusions and uncertainties coming across with an emphasis on the behavioral and administrative dynamics of the entrepreneur. Research on dynamics of entrepreneurial personality across decades has revealed that every successful entrepreneur possess a set of personality traits that are unique and are instrumental in differentiating self from others. Six such dimensions as explored and stated by Howard Stevenson, A Professor Emeritus at Harvard University, from one of his articles for Cambridge are discussed in the article.

**Keywords:** Business, Behavior, Dimension, Entrepreneur, Performance, Success.

## A study of the Impression Management Strategies used by Women

*G. Ashok Kumar*

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**Abstract:** This proposed study attempts to understand the impression management strategies used by women in Indian organizations. The extant research on gender differences in impression management, primarily conducted in Western cultures, has been inconclusive. This may be a result of attempting to generalize across cultures. India provides an interesting context with high power distance culture, low social status of women as well as an emerging women's movement. These factors set the context for the choice of impression management strategies by women in Indian organizations. The nature of the job role and the attitude towards gender stereotypes provide a conceptual framework to understand the impression management strategies of women in Indian organizations. The proposed framework is explained and relevant hypotheses are suggested.

**Keywords:** Impression Management Strategies, Gender differences, power distance culture

## Determinants of Mobile Shopping App Adoption: An Extension of UTAUT2 Model

*Dr. Kranthi Kumar*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Mobile shopping is seen a significant rise in its contribution to m-commerce. The growth is predicted to be at 72.9% by 2021. To further substantiate, more than half of the internet traffic comes from mobile devices. The reach of the internet and its usage through mobile has empowered buyers to purchase items virtually from any retailer in the world. Thus it becomes necessary to explore patterns of mobile shopping and its determinants while adopting them. The theoretical underpinning for the present study is the UTAUT2 model. To pursue the research objective data is collected through a self-administered questionnaire, which was distributed to undergraduate and postgraduate students of private universities in south India. Structural Equation Modeling is used to understand the causal relationships. The results, implications, and conclusions are discussed.

**Keywords:** UTAUT2 Model, Mobile shopping, Structural Equation Modeling

## **An Evaluation into Buffett's Investment Philosophy, Recent Stock Picks, Leadership Succession, and the Way Ahead: Will Buffett's philosophy leads the Future of Berkshire Hathaway?**

*Dr. KBS Kumar*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** The Oracle of Omaha, as Warren Buffett was fondly called, had undoubtedly set the benchmark of performance at a stellar level. Buffett's performance had convincingly topped all the U.S. stocks and mutual funds that had traded for at least 40 years since 1929. A study conducted over the four decades - from 1976 to 2017- showed that Berkshire Hathaway's Sharpe ratio was almost double that of the overall market. However, in the last decade, the comparative analysis of Berkshire and the S&P index showed a not-so-impressive performance. It clearly showed a sub-par performance of BH's stock as compared to the S&P's. Though Buffett had not made any clear announcements about the successor, it was a matter of concern among the shareholders whether the four-decade dream-run would continue for Berkshire. The shareholders who were patient and confident under Buffett's leadership were now seen raising concerns about the future of the organization.

**Keywords:** Leadership succession, Shareholders' concern, Performance benchmark

## **Sustainable Human Resource Management: Making Human Resources More Responsible**

*Dr. M. Bhaskara Rao*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Literature on human resource management (HRM) in general, and strategic HRM in particular, focuses on a firm's business strategy and architecture for matching HRM with organizational strategies, creating HR strategy and HR systems. The need to respond to the sustainability of organizations requires a paradigm shift in all aspects of HRM. Thus the debate is on human resources playing critical roles in addressing sustainability concerns. This paper is a response to the demands of sustainability of organizations, society, and environment; of which the role of human resources is critical.

**Keywords:** HR strategy and HR systems, Paradigm shift, Sustainability concerns

## Surveying the Determinants of Empowerment Climate in Indian Higher Education

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**Abstract:** The majority of research on empowerment has focused on the individual's psychological experience of empowerment and linking this with various job-related outcomes. Job context capable of promoting empowerment has been neglected by researchers. Extensive literature survey explored Information sharing, autonomy through boundaries, team responsibility, reward system, workplace independence and flexibility and skill acquisition and development as Job context (managerial structures and practices) and conceptualized as empowerment climate construct. Regression analysis indicated autonomy through boundaries has the greatest influence on empowerment, followed by team accountability, workplace independence and flexibility, Reward system, information sharing and then skill acquisition and development.

**Keyword:** Psychological Empowerment, Empowerment Climate

## A study on Influence of managerial and employee attitudes on Physical, Safety and Welfare at Work in times of Covid

*Dr. M. Showry*

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**Abstract:** For long organizations, managers, and individuals including researchers have been more concerned about employees' mental health than their physical health owing to the growing complexity at work. The exceptional developments on account of Covid brought the focus back to the key issues about the health, safety and welfare of employees at work. Until recent times it is only industrial workers who have been exposed to the health hazards at work, because of unhealthy conditions at the workplace, pollution, occupational diseases, and even industrial accidents. However, Covid 19 has not only created insurmountable challenges to the economy but has been posing a serious threat to employees' lives causing virulent diseases. As prevailing gloom or fear or anxiety about Covid 19 envelops the world and especially the workplaces there is a need to discuss or deliberate about provision for physical health, safety and welfare of employees at work to create healthy conditions at work. In the light of the increased threat to health and safety of employees on account of covid, managers and public should raise the question of revisiting the factories act-1948 that regulate the working condition in factories with a need to amend it to prevent health hazards and ensure the safety of all at workplaces. This study proposes to focus on understanding the working conditions to examine the health, safety and welfare of employees at work. The primary objective of the study is to examine working conditions in factories and workplaces in terms of provision for health, safety and welfare of those who are employed at factories and offices and analyze how the attitudes of managers and employees contribute to better working conditions to protect the employees from dangers posed.

**Keywords:** COVID 19, Employee attitudes, Employee safety



## Rising Concerns towards Healthcare in India

*Dr. Akbar Jan*

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**Abstract:** The term healthcare refers to the set of services provided by a country or an organization for the treatment of the physically and the mentally ill. Healthcare has become one of India's largest sectors, both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance, and medical equipment. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services, and increasing expenditure by public as well private players. Indian healthcare delivery system is categorized into two major components public and private. The Government, i.e. public healthcare system, comprises limited secondary and tertiary care institutions in key cities and focuses on providing basic healthcare facilities in the form of primary healthcare centers (PHCs) in rural areas. The private sector provides the majority of secondary, tertiary, and quaternary care institutions with a major concentration in metros and tier I and tier-II cities. India's competitive advantage lies in its large pool of well-trained medical professionals. India is also cost-competitive compared to its peers in Asia and Western countries. The cost of surgery in India is about one-tenth of that in the US or Western Europe. The objective of the work acknowledges the recent developments Indian healthcare sector, initiatives that are taken by the government of India for the development of healthcare, growth drivers of Indian healthcare, and highlights the competitive advantage that the healthcare sector in India enjoys. Meanwhile, this workshop helps better for the faculty to understand the six rising concern factors towards healthcare such as (i) to fight lifestyle diseases, (ii) to safeguard the family, (iii) to counter inadequate healthcare coverage, (iv) to deal with medical inflation, (v) the newer the technology, the more expensive, (vi) to protect the savings from unexpected medical expenses. The outcome of the workshop emphasized the need for rising concern towards the quality healthcare sector in India. The faculty members understood the need for quality healthcare which is one of the basic needs of every individual. But unfortunately, most individuals do not afford to receive quality medical treatment promptly because of its cost hence it affects their livelihood badly. Therefore, it is high time to ensure the reach of quality healthcare at the doorsteps of every individual through technological advancement, and public-private collaboration.

**Keywords:** Healthcare, Public-private collaboration, Technological advancement

## **Blow Whistle, Should I or Shouldn't I: A Study on Moderating Effect of Perceived Organizational Support on Intention to Blow the Whistle Among Indian Government Employees**

*Dr. Preshita Neha Tudu*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** The present paper attempts to understand an employee's intention towards whistleblowing by analyzing Ajzen's (1991) Theory of Planned Behavior (TPB) and Graham's Principled Organizational Dissent (POD). It also seeks to find the moderating effect of Perceived Organizational Support (POS) on whistleblowing intention (BI). 220 usable data, collected from government employees of India, were analyzed using SEM. For developing a questionnaire, items were adopted from literature and were measured on a five-point Likert-type rating scale. Results revealed that attitude, perceived behavior control (PBC), subjective norm (SN) and perceived responsibility of reporting (PRR) positively influence whereas the perceived cost of reporting (PCR) negatively influenced whistleblowing intention. It was further found that POS negated the effect of attitude, PBC, PCR, and PRR on BI and strengthen the effect of SN. The present study adds to the list of academic literature on topics such as corporate governance and whistleblowing and provides new avenues to academicians and researchers for research. It provides a comprehensive understanding of the whistleblowing concept, factors that influence whistleblowing intention, and reasons to promote whistleblowing culture in organizations. The findings may help government institutions to understand the factors that hinder whistleblowing practices and to devise strategies to foster a culture of whistleblowing. It may also offer insights to managers to mold human resource practices so that it includes policies of moral behavior. This study is one of the initial studies in the Indian context to explore the moderating role of perceived organizational support on employees' intention to blow the whistle.

**Keywords:** Whistleblowing, perceived organizational support

## Job Crafting Perspectives: A Conceptual Framework for the Process Model of Job Crafting

*Dr. Prerna Chhetri*

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**Abstract:** Job crafting has been defined as employees proactively changing the boundaries that comprise their jobs. Job crafting as behaviour was highlighted by Wrzesniewski & Dutton (2001) as a means of experiencing meaningfulness by employees. Since 2001 there are several studies (both qualitative and quantitative) that have highlighted the significance of job crafting. However, the literature on job crafting highlights the emergence of two different perspectives- role crafting and resource crafting, and studies that examined job crafting have adopted one or the other perspective. The existing studies have mostly paid attention to determining the antecedents and consequences of job crafting. The process of how job crafting takes place has not been paid much attention to. This seminar proposes a conceptual framework based on the process model developed by Lazazzara, A., Tims, M., & de Gennaro, D. (2019).

**Keywords:** Job crafting, Meaningfulness, Role crafting and resource crafting

## Antecedents of Customer Advocacy in Healthcare Sector: Evidences from Emerging Market

*Dr. Musarrat Shaheen*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** This paper aims to investigate the impact of work engagement and PsyCap on customer advocacy. A dyadic study was conducted, comprising 200 nurses and 200 patients from different healthcare service providers of India. Structural equation modeling was used to analyze the responses collected from nurses and the patients whom they served. The findings also confirm a positive impact of PsyCap on customer advocacy, but the effect of work engagement on customer advocacy was not significant. The present study is one of only a few preliminary studies examining the predictors of work engagement of liquid workers.

**Keywords:** Work engagement, Psychological capital, Customer advocacy

## Exploring the Factors of Wearable Activity Trackers Adoption among Youth in India Using Technology Acceptance Model

*Dr. Namrata Chatterjee*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** The sedentary lifestyle has led to an increase in several health hazards across the globe. The World Health Organization reports state that physical immobility is exposing people to a higher risk of developing obesity, diabetes, cardiovascular diseases, etc thus resulting in around 3.2 million death rates annually worldwide. Studies have projected that in India, around 34.4 percent of the population represents the youth between the ages of 15 to 35 years who are constantly under the threat of sedentary lifestyle diseases. Such conditions have led to an increase in the adoption of fitness wearable activity trackers among the youth who are keen to monitor their self-physical activity level and maintain a healthy lifestyle. Wearable activity trackers are devices that help users to track quantitatively, their daily fitness activity status in real time such as counting the number of steps, distance covered, calories burnt, pulse rate and intensity of the workout. Such trackers help a person to set and adjust their personal health goals standards that keep them motivated to achieve better results. Several academic researchers in the global context have attempted to understand the outcomes and functionality of using wearable health devices such as the accuracy and reliability level, benefits and impacts of usage, post-adoption behavior, trust and safety issues of wearable activity trackers. Remarkably, academic research into understanding the intention to use wearable activity trackers is still in an exploratory stage and has been openly demanded, especially in context to emerging markets for wearable activity trackers like India, which accounts for a good percentage of the youth population. Hence, this study proposes to examine critical factors from technological, health and security perspectives that can be used to explain the adoption-intention behavior of users of wearable activity trackers. The conceptual model of the present study examines the technology acceptance model and extends it with the health behavior variable and privacy concern variable as additional constructs. Past studies have claimed that extending the TAM with additional factors help the study to fit into a particular context and enhances its specificity and generalizability. The study contributes to the existing literature in the healthcare sector and information technology and human behavior area. Also, the study gives insight to the wearable activity tracker producers and marketers in the healthcare technology sector about the users' attitude and behavior for adopting wearable activity trackers precisely.

**Keywords:** Wearable Activity Trackers, Physical immobility, Sedentary lifestyle

## **An empirical analysis to study the factors influencing the perceived effectiveness of electronic recruitment programs for (University) post-graduate students (MBA) in Hyderabad**

*Dr. Niraj Chimote*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** This study deals with understanding the relevance of Electronic Recruitment that includes placing job advertisements, receiving resumes, and building human resource databases with candidates and incumbents through company websites, job boards, job portals, etc. Campus Placement of MBA students of Universities has been taken into consideration for conducting this study. The Literature review conducted reveals that electronic recruitment is perceived to be effective for University students majorly in terms of user-friendliness of the website, information provision provided and website usability only. However, the research gap is that the perception cannot be restricted to these aspects only. The perceived effectiveness may go beyond these features and can also be affected by the traditional factors affecting Recruitment like Organizational Factors and Environmental Factors that may be considered big time by students from all over the places for starting their career journey with their first job after MBA program. Thus, the objectives of this study are: To explore the factors affecting electronic Recruitment programs based on the perception of University post-graduate students waiting for placements and to check which of these explored factors would be significant in determining the perceived effectiveness of electronic recruitment programs. The sample chosen will be University students pursuing MBA from Hyderabad. The Likert scale has been used to prepare the questionnaire on electronic recruitment. A pilot study will be conducted to calculate the actual sample size. A factor analysis will be applied to the independent variables (Recruitment Factors) to convert them into principal components (Factors) and they will be regressed with the dependent variable (Perceived Effectiveness of Recruitment). The study will reveal significant factors affecting the effectiveness of electronic recruitment from the perspectives of students and may help them in making the right choice while applying for a job in this situation of crisis.

**Keywords:** recruitment, electronic recruitment programs, job boards, job portals, human resource databases

## Can the Humble Khakhra Crackle Be a National Snack

*Dr. Kalaa Chenji*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** This case outlines the success story of HSM Foods International which made its mark with a turnover of Rs.25 crore in the year 2015-16 in making Khakras, wheat flour-based staple Gujarati snack. The company aims to make a brand out of a commodity. A family-run business started its operation in 2001 with meagre capital and 25 women to roll handmade Khakras. Gradually, the company employed 350 women who used lathe machines to roll 7 lakh Khakras. Renowned as the world's leading manufacturer of Khakras, HSM Foods caters to domestic as well as foreign markets with a variety of flavors, hygienic packing, and competitive pricing. The company aims to make Khakras a national snack, essentially what brands like Lijjat did with papad, Aashirvaad did with atta and Bisleri did with water.

**Keywords:** brand, commodity, national snack

## Delivering Basic Healthcare- Empowering Women- Elevating Lifestyles: Chuck Slaughters' Living Goods in Uganda

*Dr. KBS Kumar*

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**Abstract:** Living Goods is a social enterprise with an exclusive focus on child healthcare, operated in Uganda since 2007. Started by Chuck Slaughter (Slaughter), Yale alumni. During his stint with an organization involved in providing essential medicines in developing countries, he witnessed how the lack of healthcare facilities in Africa resulted in high mortality, especially among children. He was of the view that the amount spent on a cup of coffee could save a child's life. By 2018, Living Goods started operating in three more countries and Slaughter was looking at replicating the model and scaling it to improve the health of over 34 million people across the world by 2021. This called for the building of supply chains, the development of a huge network of Community Health Workers (CHEs), help from funding agencies, support of local NGOs, that too in countries where Living Goods has little or no presence. Looking ahead, Slaughter had lofty plans for Living Goods. He was looking at providing life-saving healthcare to 34 million people in six countries in East and West Africa by 2021. To expand as planned Slaughter needed more than 50,000 CHEs. Observers said that this could make a huge difference to the lives of people in those countries through job creation, expansion of lifesaving healthcare, and also transform the community health system and delivery of healthcare through digital technology. This also called for funding of up to US\$ 50 million.

**Keywords:** Leadership; Innovation; Strategy; Business Model; Supply chain issues; social impact



## Generational Differences and Intergenerational Climate at the Workplace

*Swati Hans*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** With the changing demographic profile within organizations, the role of generational diversity on performance is becoming an important area of study among human resource professionals and scholars. There has been considerable research on several forms of diversity such as gender, ethnicity, and race and their work-related consequences, studies related to generational diversity and its influence on knowledge sharing and group performance are scanty. In this direction, the present study aims to investigate the influence of generational diversity on knowledge sharing behaviors of employees and group performance. The study also explores the moderating effects of intergenerational climate, boundary-spanning leadership, and respect. The present study is the first of its kind to explore these relationships to the best of the researcher's knowledge.

**Keywords:** Generational differences, intergenerational climate, boundary spanning leadership

## Longitudinal Analysis of Welfare and Social Security Measures and their Impact on Financial Performance of Singareni Collieries Company Ltd (SCCL)

*Dr. Radhamohan Chebolu*

(Dept. Of HR, ICFAI Business School, Hyderabad, IFHE)

**Abstract:** Welfare programs have special importance in India aimed at addressing the poverty among the working-class population in the firms. Since poverty is being transmitted to them across the generations there is a vital necessity for the organizations to address it in all possible means. Hence, organizations need to provide Welfare facilities, which include not only some basic facilities for individual workers but also the provision of a pleasant work atmosphere. The provision of welfare facilities undoubtedly improves the standard of living of workers which in turn could enable them to easily adjust to the work environment. It is a known fact that many problems, which arise in the area of industrial relations, are due to the lack of adequate welfare facilities and social security measures that are tuned to changing times. The SCCL is taking up all possible measures to provide welfare amenities to its employees, particularly in the fields of health, sanitation, residential accommodation, education to workers' children, supply of drinking water, laying of roads, improving health awareness among employees and their families through communication cell, sports and games to provide recreation in addition to various Social Security Schemes. The proposed study is aimed at bringing to the limelight the dynamics of work culture promoted through welfare and social security measures at Singareni Collieries Company Ltd, the leading public sector coal mining company in the state of Telangana. Though the study of this phenomenon may not be unique the Longitudinal Analysis followed here in studying their impact on the employee satisfaction leading to the better financial performance of the firm.

**Keywords:** Singareni Collieries Ltd, Longitudinal analysis, employee welfare

## Factors Motivating Students to Attend Guest Lectures: A Comparative Study Across Different Disciplines

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**Abstract:** The paper examines the student's motivation in attending the guest lectures and comprehends the factors that influence students to attend guest lectures across different disciplines. Qualitative data was collected by conducting focus groups across different disciplines to generate themes and in the quantitative method questionnaire about themes was prepared on a five-point Likert scale. The factor analysis of the themes resulted in identifying three factors viz., Knowledge, Skills, and Attitude. The ANOVA results indicate that knowledge is significantly important across all disciplines; Skills improvement is the main motive for medical and pharma students to attend the guest lecture. Attitude Improvement is the key reason for management, medical and pharma students to attend such guest lectures. The study helps academicians to understand the relative importance of knowledge, skills and attitude in conducting guest lecturers across different disciplines. This study is the first of its kind research that seeks to comprehend the student motivations behind attending guest lectures within the context of higher education.

**Keywords:** Student motivation, guest lectures, Qualitative research

## A Study On Construction of Optimal Portfolio Using Sharpe's Index Model

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**Abstract:** The main aim of this study is to construct an optimal portfolio using Sharpe's Single Index model. For this purpose, monthly closing prices of 10 companies from banking sector IT sector, Pharma sector, FMCG and Automobile sector listed in the Bombay stock exchange (BSE) were selected. Share prices for the period of January 2015 to December 2019 had been considered. Using all the collected data a "cut-off" rate had been calculated and that rate had been considered for the construction of optimal portfolio. The finding of the study is very useful for investors, policy makers, corporations and their financial market participants

**Keywords:** cut-off rate, beta, market return, Sharpe's single index model.

## Organizational Climate Survey

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**Abstract:** The development of technology has brought about sudden shifts in the workforce composition. It becomes important therefore that human resource managers in the organizations need to design policies, procedures and strategies if they have to ensure a proper organizational climate that propels employees' behavior. OC is characterized by a set of norms, values, expectations, policies and procedures that decisively influence employee motivation, commitment, and performance. Employees have definite expectations from the organization and the extent to which these expectations may be met depends upon the perception of OC. This study was undertaken to measure employees' perception of several organizational climate dimensions prevailing in a Pharma company at Hyderabad. The sample comprised 197 employees across the company. The study makes use of the research instrument developed by TV Rao and Uday Pareek, to measure the employee perceptions about the organizational climate to understand whether there are any significant differences among the perception across various groups. Data for the study were gathered through a self-administered questionnaire. The data collected were analyzed using the Statistical Package for Social Scientists (SPSS) to produce the mean, standard deviation and ANOVA. Several hypotheses were put forward and tested to determine whether there was any difference between perceptions of employees across Age, Gender, Department, Qualification, and Experience. It was concluded that there are no significant differences between the two parameters

**Keywords:** Organizational climate, Employee perceptions, Survey method

## Advertising Impact in Students Choosing a Private Deemed Universities in Telangana And A.P.

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**Abstract:** Publicizing is a type of advertising correspondence utilized by organizations to advance or sell items and administrations. Generally, promoting is one of the parts or subsets of showcasing. The essential objective of publicizing is to impact the purchasing conduct by advancing an item, administration or organization. Advertisements are important for students to enrol/enrolled in AP private deemed universities. Most of the students are influenced by recommendation by family/friends/campus visits. Advertisements are playing a crucial role to enrol the students in private deemed universities.

**KEYWORDS:** Advertising, Private Deemed Universities in A.P, Primary survey.

## The Mediation Effect of Psychological Capital in the Relationships of Perceived Organizational Support, Engagement, and Extra-Role Performance

*Dr. Musarrat Shaheen*

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**Abstract:** Organizations become vulnerable to the loss of tacit and explicit knowledge when employees leave the organization. To mitigate this loss, organizations adopt a flexible labour model, where employees are managed as flexible workers. But, engaging these workers becomes another challenge for the organization, as due to limited interaction they are less attached to the organization. Data is collected from 212 insurance agents of India and structural equation modeling (SEM) was done to analyse the responses. The results obtained indicated a significant positive influence of perceived organizational support (POS) on work engagement level and the extra-role performance behaviors (ERB) of the flexible workers. Personal resources of employees (i.e., psychological capital) that AIDS in the positive evaluation of a situation is found mediating the influence of POS on work engagement and ERB. The present study is among the few studies that provide avenues to keep flexible workers engaged and motivated towards ERBs in knowledge-intensive organizations. © 2018, IGI Global. Copying or distributing in print or electronic forms without the written permission of IGI Global is prohibited.

**Keywords:** Psychological capital, perceived organizational support, employee engagement

## Antecedents and Outcomes of work-life integration of women entrepreneurs

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**Abstract:** The objective of this research is to explore the impact of e-learning solutions on management education. The research study adopts an exploratory research design. The proposed respondent of the study is the students, faculty, top management representative, and campus recruiter of various management educational institutions located in Southern states of India such as Andhra Pradesh, Karnataka, Kerala, Telangana, and Tamil Nadu. The outcome of this study may provide a sound base for the administrators to develop policies related to e-learning solutions of management education.

**Keywords:** E-learning, Management education



## Egypt's Experience with Roche- An Ethical Perspective

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**Abstract:** Healthcare in Egypt is predominantly driven by private hospitals, owing to the precarious conditions that crippled the government healthcare system. Poor penetration of insurance coverage had prompted Egyptians to pay out of their pocket for health care. More than a quarter of the Egyptians are poor and food insecurity is rampant in the country. The pharmaceutical companies, in the name of drug trials, had been found exploiting these vulnerable classes of people, to volunteer for trials and in the process evaded some legal and ethical norms. The proposed case study is about the MNC pharma major Roche, which had resorted to gross ethical violations in the process of conducting drugs trial on humans. The case study is proposed as a teaching case for the courses of Business Ethics and Corporate Governance.

**Keywords:** Healthcare, Corporate governance, Business ethics