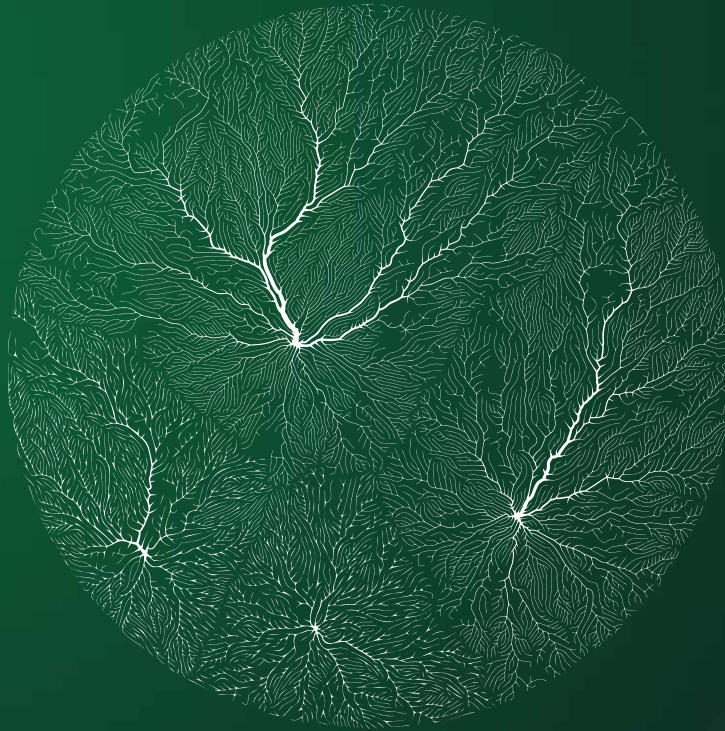


PIM MBA RESEARCH ABSTRACTS

(Social Research)

Volumes 1 and 2
2022



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Management**
University of Sri Jayewardenepura

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- Listens to the other person's point of view and seeks to find how other's look at an issue

PIM MBA

RESEARCH ABSTRACTS

(Social Research)

Volumes 1 & 2
2022



**Postgraduate
Institute of
Management**

University of Sri Jayewardenepura

Colombo - Sri Lanka

PIM MBA Research Abstracts: Social Research

Management Research Monograph	- 2021 - 2022
Management Research Thesis	- 2021 - 2022
Management Case Study Research	- 2021

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PREFACE

The existence of a problem pulls knowledge into practice. The need to generate a solution or choose among alternatives is the impetus for knowledge translation. In an age of misinformation, knowledge translation (KT) is an increasingly important way to communicate research to the audiences who need it. Knowledge translation links the creation of knowledge from research areas to real-world situations. Through MRP student attempts to sharing knowledge, build awareness, inform decision-making, facilitate practice or behaviour change or policy, commercialisation, and inform research by bringing out implications to practice and theory.

Management Research Project/thesis is a part of social research carried out at PIM .Management Research Project /Thesis (MRP/MRT) is the final project in MBA. Students completing (MRP/MRT) follow coursework in Research Methodology and take prescribed electives in the MBA stream. The research project is an empirically based research study; that is an original piece of work by the postgraduate student and on completion of the research project, demonstrates students' ability to build on empirical gaps, review the existing literature, collect data, analyse data, report results, discuss conclusions, and draw implications from the research findings. Moreover, the completion of the project represents students' perseverance, discipline, and scholarly writing. The student must submit a paper acceptable to a ranked journal/the Sri Lankan Journal of Management at the submission of the final project, which will ultimately be taken to evaluate the research project. This ensures the transfer of knowledge to the larger research community.

In 2021/22, 29 management research projects were carried out Through MRP/MRT, the student will demonstrate his/her knowledge and understanding in a chosen area of the research study via a survey of existing knowledge and identification of a business or management problem requiring attention to carry out further research. The research brings out implications to theory and practice and contributes to impactful research where findings can be used to increase organisational value.

Dr. A K L Jayawardene
Research Coordinator

**MANAGEMENT RESEARCH
MONOGRAPH**
(2021)

Age Discrimination Amongst A Multi-Generational Workforce (MGW) and Inclusion As a Mitigating Measure

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Abstract

Mainstream literature on Discrimination and Inclusion focus on the protected attributes such as race, colour, ethnicity, language, religion, gender, sexual preference (LGBTQI), etc... leaving Age discrimination and Age inclusion understudied. Simultaneously, widespread Age discrimination is increasingly reported in organisations, in the context of an age diverse workforce i.e. Multi-generational workforce (MGW). In an age diverse MGW age based bias leads to friction, conflicts and Age discrimination. While Inclusion being the accepted remedy for all forms of discrimination, is assumed to address Age discrimination as well, through an Age inclusive workplace. However, managers and organisations are challenged by the rise in Age discrimination as well as the dearth of expertise and capabilities to combat Age discrimination and to build Age inclusive workplaces. Thus, the study purposes to explore Age discrimination amongst a MGW and Inclusion as a mitigating measure by exploring the individual and organisational factors that manifest Age discrimination and experience of Inclusion and the role of Inclusion in organisations. Given the exploratory nature and the need to capture peoples' lived experiences and perceptions, a Qualitative study, utilising interactive-in-depth-one-to-one-interviews is determined. In accordance with the Interpretivist philosophy of the study, an Inductive approach is adopted with data analysed through thematic analysis, to surface themes and findings. The main finding reveal the root cause of Age discrimination in an organisational context, to be diverse competency / incompetency. As per Age inclusion, the individual need to experience Uniqueness and Belongingness as well as, a Conducive Climate that would support performance and wellbeing are revealed. In addition to the theoretical and empirical contributions to the Age discrimination and Age inclusion literature, the study also shares several practical insights with managers to combat Age discrimination and build Age inclusive workplaces. Existing widespread Age discrimination, and the critical need to eradicate it as well as, leverage and transform age diversity into a competitive advantage by building Age inclusive organisations are all critical contemporary challenges organisations face. As such, this study emerges as a worthy and timely endeavour addressing the said concerns especially, in a rapidly ageing nation.

Adaptive Behavior Related to Mobile Applications: Multiple Theoretical Perspectives

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Abstract

Mobile app users uninstall their downloaded mobile apps after a few days of usage and split their digital time between a few common mobile apps. This contemporaneous mobile app user behavior and the empirical literature in the area affirm the importance of examining user perspectives and how they can influence user behavior. Furthermore, in light of the Theory of Mind (TOM), the Innovation Diffusion Theory (IDT) focuses only on cognitive perspectives and lacks the incorporation of affective and conative perspectives in understanding adoptive behavior. Accordingly, the purpose of the study is to examine the influences of multiple perspectives on adaptive behavior. Moreover, the empirical literature suggests that gender influences on flow experiences and adaptive behavior has not been addressed adequately. Consequently, the paper also addresses the moderating influence of gender on the relationship between flow experiences and adaptive behavior. The quantitative research approach was adopted using a sample of individual mobile app users in the age group 21 to 30 years who use more than 60% of their digital time on mobile apps. The findings have revealed that cognitive, conative and affective perspectives of an individual user influence adaptive behavior positively. However, no moderating effect was found on the direct effect of flow experiences on adaptive behavior. Further, the conceptualisation of mobile app adaptive behavior and the development of a scale based on multiple perspectives to measure this construct, are significant research and theoretical implications of the current study. With respect to applying these study findings, managers/ app designers should consider the nature of consumer behavior in developing, launching and maintaining a mobile app. The findings of the study also indicate to managers that they should not differentiate the users of mobile apps based on gender in the Sri Lankan context. Moreover, it is important for managers to benchmark these multiple perspectives with actual user experiences offered by mobile apps. This will help them retain app users while reducing the churn rate.

Respectable Femininity and Career Progression: A Study on Woman Holding Top Managerial Positions in The Sri Lankan Corporate Sector

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Abstract

An implicit and hidden gendered construct termed as “respectable femininity” is acting as a powerful barrier which significantly constrains a woman’s career progression. Respectable femininity is a relatively under-researched phenomenon with most of the studies available focus on other invisible barriers that limit women’s career progression to leadership positions such as glass ceiling. Even lesser studies have focused on understanding the individual differences that affect respectable femininity and career progression in terms of role identity commitment and openness to change. Thereby, the aim of this study is to understand how a woman’s role identity commitment to respectable femininity and the degree to which they value openness to change affects their career progression. This study adopted a qualitative approach and multiple cases were used under the case study strategy. The sample of the study included 15 top managerial women and 5 women who stopped working for family commitments which was drawn from a snowball sample technique. Data was collected by conducting one-to-one semi-structured interviews and observations. The data that was gathered was analysed and multivocal arguments were built up using themes identified by carrying out a thematic analysis. Accordingly, the findings implied that it was challenging for a woman to progress in career especially with expectations such as respectable femininity for women at workplaces and even at home. It was further revealed that women who did not confine to a society’s expectation and carried on as long as they were true to themselves as they welcomed all challenges positively were able to progress in career, while women who felt guilty for not abiding by the social norms and women who felt it was important to maintain a character that was validated by outside society ended up forgoing their career halfway through for family commitments. This study contributes to the limited existing knowledge on the area of respectable femininity as it enhances the social role theory by considering individual differences that affects a role undertaken by a woman. The study recommends managers to focus on unnoticed aspects of women that could affect a woman’s career progression in recruitment and promotions procedures.

The Influence of Customer Participation and Decision Quality and Speed During Development Process: A Study on Virtual Team Project Development Success

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Abstract

In previous studies, virtual team structures and how they benefit an organisation through the software project development process leading to project development success has been addressed widely. However, the level of customer participation driving the virtual team design and development process and the influence of decision quality and speed during the design and development process results in virtual team development success is yet to be explored. In line with this, the purpose of this study is to explore the factors affecting the virtual team project development success and how these factors are directly influencing the virtual team project development success. The paper uses multiple case study strategies under the qualitative approach. The sample includes twenty individuals from virtual teams and six focus groups consisting of 3-4 team members from three different global software development companies. Data was collected using a semi-structured questionnaire in the context of face-to-face and virtual means. Then the data was analysed, and multivocal arguments by building themes resulting in a thematic analysis. The study revealed that the software projects were not completed successfully even after adopting virtual team structures in global software development companies. It has shown that the level of customer participation in the design and development process is low when conducting the project development virtually unless they are dependent on the project scale or budget. Due to that, the design and development process determined by the interconnectedness of the virtual team member activities, virtual team member interactions, and virtual team member sentiments fails to achieve project development success in a virtual context. Furthermore, it was identified that the decision quality and speed during the design and development process influences the virtual team development success. The study contributes to the limited existing literature on the virtual team development success in product-oriented software organisations and extends Homan's Interactions Theory in group formation. The managers and the organisations will receive a clear picture of the importance of customer participation and the rest of the key elements to be present in a virtual team to make the project development successful. This will drastically reduce rework, over-work, rejections, and everything.

**MANAGEMENT RESEARCH
MONOGRAPH**
(2022)

The Impact of Psychological Contract Breach on Employee Performance of Generation Z in Relation to Banking Sector in Sri Lanka

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Abstract

The purpose of this study is to look at generational disparities in the relationships between “psychological contract breach” and “employee performance.” Data were gathered from 450 personnel in the Sri Lankan banking sector. SEM analyses were used to assess structural models and the moderating effects of generation cohorts’ variations on the impact of psychological contract breaches on employee performance. Psychological contract breach was tested through three dimensions; Reneging, Disruption and Incongruence while the Employee performance were measured through three different perspectives: Task Performance, Contextual Performance and Counterproductive Work behaviors. Generational differences affected the association between psychological contract breach and work outcomes / performance. Furthermore, the findings were revealed that different generational groups react differently to various facets of psychological contract infringement, like, reneging (willingly refuse to fulfill), disruption (unwillingly unable to fulfill) and an incongruence (contradictory interpretations on expectations). This study shows that generational differences have an impact on the “reciprocal relationship” between employer and employee. According to the findings of this study, generation Y; millennials, may be more driven by job content and career advancement, but generation Z may be inspired by social environment and flexibility. Providing awards and remuneration, which are more significant to Generation Y, as well as fair organisational policies and a flexible working culture, are especially motivating to Generation Z. This article is the first to study moderation of generational differences in the relationships between psychological contract breach and employee work performance in relation to the banking sector and also in Sri Lankan context.

Psychological Contract Violation on Turnover Intention: Role of Job Satisfaction and Perceived Employment Opportunities

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Abstract

In the current competitive business world, labour turnover has become a challenging issue. Therefore, managing and retaining employees has become a crucial task in today's business environment and extant literature has recognised the significance of employee turnover in organisations. This has drawn substantial attention of both managers and researchers alike and investigations on the antecedents of turnover intention is still emerging. Thus, the aim of this study is to examine one specific source of frustration which employees may encounter at work, namely psychological contract violation as the antecedent of employee turnover intention. It also explores the role of job dissatisfaction and perceived alternative employment opportunities as the sequential underlying mechanism of a positive effect of psychological contract violation on employee turnover intention. The conceptualisation of the study on how psychological contract violation influences the turnover intentions of IT sector professionals is explained by considering the mediation and moderation by job satisfaction and perceived alternative employment opportunities respectively. A cross-sectional survey was conducted among IT sector employees those who belong to the middle management and the convenience sampling method was deployed for data collection through a structured self-administered questionnaire. 389 usable responses were obtained and analysed using Structured Equation Modelling (SEM). Two-step process recommended in the literature was followed in the data analysis of the study. Initially the measurement model was used to assess the validity and reliability of the proposed model followed by the structural model which is used to analyse the relationships among the variables. The study revealed that the psychological contract violation is connected with the job satisfaction and turnover intention of employees. It was found that perception of alternative employment opportunities influences the relationship between psychological contract violation and turnover intention of employees. Similarly, the relationship of job satisfaction and turnover intention of

employees is influenced by perceived alternative employment opportunities. On the contrary to the majority of the studies in literature, it was discovered that job satisfaction does not directly leading to turnover intention of employees. Hence, this study provides a contribution to the existing literature on turnover intention by intensifying the social exchange theory together with social independence theory. This establishes the need to consider factors in work environment along with the organisational factors that contribute to the employees building intents to quit their jobs.

Reducing the Number of Errors Made by the Employees of BPO Connect (Pvt) LTD

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Abstract

BPO Connect (Pvt) Ltd is a major player in the business process outsourcing industry in Sri Lanka. In today's world, most of the organisations in the Australian, European and American regions are outsourcing their business process to Asian region mainly due to the low labour cost available in Asia. Further, they can get the services from qualified professions when the processes were outsourced. BPO Connect (Pvt) Ltd has its main client base in Australia. Recently, it was identified that the number of errors made by the employees in the in regular finance and accounting department of Australian business sector of the company has been increased. This will create many negative consequences for the organisation in financial as well as in non-financial terms. Hence, solving this issue is important for the organisation. Currently, BPO Connect (Pvt) Ltd has many strengths and opportunities. Further, it has some weaknesses as well as have to face for the threats from the external environment. The main root causes for the increase in the number of errors made by the employees in the in regular finance and accounting department of Australian business sector can be categorised in to three categories as employee skills, process and communication. In terms of the employee skills, errors were increased due to lack of technical training and lack of soft skill training. In terms of process, errors were increased as a result of work-life imbalance and lack of training. In terms of communication, errors were increased due to lack of communication skills and lack of effective communication. According to the previous literature, errors made by the employees will lead to many negative consequences for the operations of the organisation including customer dissatisfaction and flawed service. When considering about the employee skills, past literature highlights its important for the success of an organisation. By providing proper training, employee skills can be enhanced. When considering about the process, having an excellent processes are important to organisations. The work-life imbalance of the employees will also lead to many negative consequences. When considering about communication, if an organisation have a higher level of communication, it will lead towards a higher commitment and job performance according to the previous

literature. The main objective of this project is to reduce the number of errors made by the employees of BPO Connect (Pvt) Ltd by 50%. The solutions proposed to improve the employee skills are, to conduct training needs analysis, set training objectives, design training programmes, conduct training programmes and do post training evaluation. The solutions proposed to improve process of the organisation are to reassess the pre-set time standards for the tasks, use a software to record the tasks allocated for each employee for each date along with the estimated times, training on the SOPs, training needs analysis on on-the-job training, conduct on-the-job training programmes and give lieu leaves for employees who works long hours regularly. The proposed solutions to improve the communication is to conduct a training programme on communication skills, give opportunity to the employees to join to client meetings, introduce a "Slack" channel to use in client communication, conduct short meetings daily and communicate the errors to employees. According to the Benefit-Cost Analysis, the proposed solutions will generate a cost of LKR 804,575.00 and a benefit of LKR 15,660,000.00. This will result in a benefit-cost ratio of 19.46 times. The main outcomes of this projects will be reduction in the reviewing time as a result of reduction in errors and ability to earn an extra revenue by using the review time for the client work. The suggested solutions can be implemented in short term and mid-term time frames. To apply them at the BPO Connect (Pvt) Ltd, support from top management is essential. Moreover, the Learning and Development department and the Human Resources department should also play a major role in this process. By applying those solutions successfully, BPO Connect (Pvt) Ltd will be able to reduce the number of errors made by the employees.

**MANAGEMENT RESEARCH
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Determinants of Psychological Ownership Towards Access-based Services: With Special Reference to Coworking Spaces in Sri Lanka

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Abstract

Access-based consumption has become a popular alternative consumption method. Yet, companies offering these services have failed to induce sufficient demand as people still prefer legal ownership over temporary access. Previous scholars found increasing the sense of psychological ownership of customers as a solution to substitute legal ownership and to increase demand for access-based services. “However, empirical evidence and reasoning behind psychological ownership in general and psychological ownership towards access-based services in particular, are inconclusive.” “In response, this study aimed to examine the factors affecting psychological ownership towards access-based services, why and under what conditions these factors influence psychological ownership.” This cross-sectional quantitative study collected data from a purposive sample of 314 users of access-based coworking spaces in Sri Lanka using a structured questionnaire. “Structural Equation Modelling with AMOS was used for data analysis”. The findings revealed that self-identity, self-efficacy, and communal identification make positive impacts on psychological ownership, and “these relationships are partially mediated by psychological safety”. The relationship that exists between psychological safety and psychological ownership varies “according to the self-construal of individual users as it was confirmed that the independent group did not show any significant impact on the relationship between psychological safety and psychological ownership while the interdependent group showed a strong influence on the same relationship”. The impact of tenure duration, which is the controlling variable, on psychological ownership was found insignificant. Based on these findings, “the current study being the first to test the phenomenon of access-based coworking space context using PO theory and being one of the few attempts to develop and test a comprehensive model explaining psychological ownership relationships using moderated mediation analysis”, tests the Psychological Ownership Theory in the access-based service context by introducing psychological safety and self-construal

as determinants of varying reactions of access-based service users when stimulating psychological ownership feelings. Further, this study helps practitioners to identify the importance of formulating strategies to stimulate senses of psychological ownership towards access-based services to increase consumers' demand. Accordingly, this study not only broadens the theoretical perspective of "the effect of psychological safety and self-construal on PO, but also reveals the importance of increasing service PO for improving ABS demand".

Interaction Effect of Perceived Decent Work Practices and Individual Recovery Strategies on Employee Well-being

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Abstract

Employee well-being has been studied from different perspectives in previous research studies since it is considered as one of the greatest challenges facing managers today. Dramatic changes in workplaces affected work environment and then employee well-being as they spend significant portion of their waking lives at workplaces. Technological advancement, globalisation, diversification, increased competition, high female labour force participation, work intensification and distorting the boundaries between family and work boomed the requirement of finding solutions to overcome well-being issues. When compared to the other work contexts, in the global apparel industry, well-being matters a lot especially in countries like Sri Lanka, Bangladesh and Pakistan though they provide many employment opportunities for women and unskilled workers. However, it was found that there is a limited attention has been paid on identifying the impact of social and contextual factors on employee well-being. Therefore, the present study examined the effect of perceived decent work practices on employee well-being in the context of worker level employees in Sri Lankan apparel industry. In terms of conceptualising the aforementioned problem, Psychology of Working Theory (PWT) was used as the base theory. The theory emphasises that if work environments not considered decent will create subsequent impact on the capability to fulfill needs for survival, social connection and self-determination, which in turn affect well-being of employees. However, PWT is lacking with explaining how employees can further enhance well-being individually by following different strategies since the theory discusses only about social and contextual factors. Effort recovery model depicted these individual recovery strategies that employees can use to temporarily relieved from exposure to work in order to enhance their well-being. Hence, the current study has supported the PWT by incorporating individual recovery strategies based on effort recovery model. To achieve expected research objectives, the study adopted quantitative and cross-sectional survey approach. The study conducted among worker level employees

in Sri Lankan apparel manufacturing companies. Worker level employees in Colombo district were selected through convenience sampling technique. The self-administered questionnaire was used as the survey instrument with the validated measurement scales based on relevant theories. The final sample of the study comprised 324 responses and xvii gathered data was analysed by using Structural Equation Modelling (SEM) with the support of SPSS 22.0 and AMOS 24.0. The findings of the study depicted that there is a significant relationship between perceived decent work practices and employee well-being and this direct relationship partially and fully mediated by fulfillment of survival needs and self-determination needs correspondingly. However, the fulfilment of social connection needs does not mediate the relationship between perceived decent work practices and employee well-being. Moreover, the moderating effect of individual recovery strategies was tested and it was found that individual recovery strategies significantly moderate the relationship between perceived decent work practices and employee well-being. On the basis of study findings, theoretical and managerial implications were discussed in the last chapter of the study. There were several theoretical and empirical implications in this study. Since there were only very limited previous studies related to how perception of decent work practices influences employee well-being, the present study addressed the literature gap by providing piece of evidence to conceptualise the theory. In addition, the study enriched the theory of Psychology of Working by integrating individual recovery strategies as a moderator. On the other hand, the current study provides many managerial implications for the benefits of managers and practitioners. The study indicated that managers have high responsibility to re-examine the available working conditions in their workplaces and initiate required actions to transform the pace of quality of job creations. Finally, this study has highlighted the areas of future research based on the limitations of the current study.

Impact of Contextual Determinants Towards the Disposition Bias of Individual Investors in Sri Lankan Stock Market

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Abstract

The study of individual investors is complex in behavioral finance. Individual investor's decision making associate with psychological cognitive drivers which involves in disposition bias disqualified from rational investment decisions. The previous studies recognised on disposition bias where limited on addressing cause and effect. The findings important for individual stock investors and potential investors significantly; can be attentive their own cognitive and emotional factors on their accurate investment decisions. A survey model was conducted among the 306 individual investors in Colombo Stock Exchange (CSE). The events, belief, behavioral consequences, loss aversion, disposition and investor sentiment measured through standard questionnaires of previous scholar articles. The data was analysed using structural equation modeling (SEM) with AMOS software. The empirical data supported that loss aversion and investor sentiment positively impacted towards the disposition bias of individual investors. The events, belief and behavioral consequences (emotion) do not considerably drive factors of disposition bias in Sri Lankan stock market. The findings revealed that loss aversion and sentiment is key driver for the disposition bias existence which is confirmed with findings of previous scholar. Moreover, the study confirmed the mediation impact from events, loss aversion through disposition bias. The main theoretical contribution of the paper is; ABC model does not fully support in Sri Lanka context to address the disposition where the loss aversion contributes for the execution of the disposition and moderating by investor sentiment. The present findings will be useful for the investors, potential investors and the stock broker firms for maintain and lead for the substantial confident decision making reducing of having bias decisions in Sri Lankan context. The study recognised the biases individual personality with nature in initial structure prior to lead for disposition bias. The data collection period was limited for the second half of year 2020 and the generalisation is restricted for Sri Lankan market. The macro economic implications and the institutional investors do not consider for the study due to complexity. The study confirmed the relationship and impact of loss aversion towards disposition bias. The paper recommended that the investors with risk averse (loss averse) lead for the disposition. The disposition is considerably depending on the loss averse attitude of the individual personality and moderated by investor sentiment.

Social Norms and Emotional Intelligence Towards Pro-environmental Purchasing Behaviour; Norm Activation Theory Perspective

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Abstract

A worldwide rapid ecological sensitivity can be observed and altruism serves as a mechanism for engaging environmental behaviours. Though people believe that the choices they make are rational, in reality emotions and social influences greatly pressure on their decisions. Having noted the paucity of normative behavioural literature, this study endeavoured to examine how altruistic, social and psychological factors influence on pro-environmental purchasing behaviour of green FMCG consumers in Sri Lanka, by advancing the Norm Activation Theory. A cross-sectional survey was conducted among consumers those who were with the purchasing power and the convenience sampling method was deployed for data collection through a structured self-administered questionnaire. 369 usable responses were obtained and analysed using Structured Equation Modelling (SEM).

The study uncovered that consumers' pro-environmental purchasing behaviours are deeply connected with their internalised norms, psychological status and their individual experience from others or from society at large. Accordingly, social norms directly and indirectly influence pro-environmental purchasing behaviour and emotional intelligence strengthens the influence of personal norms on pro-environmental purchasing behaviour. Surprisingly, awareness of consequences demarcates a detrimental effect while ascription of responsibility does not directly lead towards pro-environmental purchasing actions where both were found indirect impact through the mediator of personal norms. This study provides a cherished contribution to the existing literature on ecological behaviour by intensifying the norm activation theory together with social norms theory, triarchic theory of human intelligence and emotional regulation theory. This establishes the necessity of addressing the altruism of people in order to achieve a sustainable solution for ecological disputes. Concerning the managerial implications, green FMCG organisations are essentially required to concern socio-psychological aspects of consumers in strategic interactions

with customers and to pursue them for long-term relationships. Ultimately, if FMCG organisations strategically persuade customers to buy green products, if consumers are self-motivated to buy as internalised to norms while well-managing their emotional intelligence and if policymakers are more efficient to socialised, it will reduce the negativities of FMCG consumptions towards nature and will lead to shrink the ecological unbalance and biodiversity issues of the planet.

Spirituality, Moral Identity and Sustainable Consumption Intention

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Abstract

Numerous scholars have undertaken empirical and theoretical studies to examine sustainable consumption in terms of possible factors driving the individual's intention towards it. However, there is still an ambiguity on which factors may drive an individual towards sustainable consumption as external factors have been found insufficient. Recent literature highlights the fact that the moral identity and spirituality of an individual tend to influence their consumption decisions. But it is evident that spirituality and moral identity have scarcely been addressed in relation to sustainable consumption intention. Hence, this study attempts to examine the possible factors influencing sustainable consumption intention and the mediating role of moral identity. Prior literature was reviewed to understand the theories and concepts related to this context of the study. Among several theories used Theory of Planned Behavior (TPB) could be recognised as a dominant theory incorporated in most of the studies in this context in understanding the underlying factors influencing the intention of consumers. However, the theory has been criticised for the incapability in explaining moral considerations. Through the rigorous literature review conducted, it could be recognised that personal factors in the shape of moral thought and self-evaluative responses, moral conduct, and environmental impacts work as association determinants in Bandura's Social Cognitive Theory (SCT) of moral agency. Later, the basis that morality is formed through an individual's beliefs such as spirituality, has been proposed stating that a person is led through his or her spiritual experiences. Therefore, based on this understanding the mediating role of moral identity on the relationship between spirituality and attitude towards sustainable consumption was hypothesised with the aim of enhancing the predictive power of the TPB in relation to moral consideration. The study undertook a quantitative approach with a cross-sectional design developing a questionnaire as the survey instrument. The development of the questionnaire was operationalised with established and previously validated scales. 386 usable responses proceeded to the data analysis which was collected using convenience sampling technique. Structural Equation Modelling (SEM) was incorporated in testing the established hypotheses. The

data analysis revealed that attitude towards sustainable consumption and perceived behavioral control has a statistically significant impact on sustainable consumption intention while subjective norms were reported statistically insignificant in their impact. Further, a partial mediation was reported from the moral identity on the relationship between spirituality and attitude towards sustainable consumption. This revealed a higher level of impact from the total influence from the indirect impact from spirituality through moral identity on attitude towards sustainable consumption in comparison to its direct impact. The study, therefore, contributes to several theoretical and social implications. The empirical validation of the role of moral identity and spirituality on sustainable consumption through the Theory of planned behavior refines its criticism of moral considerations improving its prediction power without damaging the originality of the theory. Further, this study emphasises the importance of integrating programmes enhancing spirituality and moral identity which would drive an inner change in the individuals driving them towards sustainable consumption practices succeeding the initiatives commenced by the policy makers and the government. Hence, the present study indicates that without an inner change in individuals driving sustainable consumption is difficult even in the existence of production side policies and government regulations on restricting unsustainable consumption practices.

Social Capital and Exploratory Innovation Activities: Effect of Personal Values

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Abstract

The underutilisation of social capital to maintain growth rates of exploratory innovation activities has been noticed within some countries in the world. The previous studies have argued that there is a relationship between social capital and exploratory innovation. However, there is ambiguity in identifying the factors which will enhance the effectiveness of the relationship at the individual level. In response, drawing on the social capital theory, social network theory and theory of basic human values the present study attempts to examine the effect of social capital on exploratory innovation activities by explaining the moderating impact of personal values of the individuals. The survey was conducted among 360 employees at managerial level in the IT sector in Sri Lanka. The network perspective of social capital (bonding, bridging and linking social capital), exploratory innovation activities and the personal values (openness to change, conservation and self enhancement values) were measured through a self administered questionnaire. The data was analysed through structured equation modeling (SEM) using AMOS 21. The empirical data supported stating the relationship between network perspective of social capital with exploratory innovation activities is significant. Amongst the significant relationships of network perspectives of social capital, the influence of bridging social capital is high. The personal values (openness to change, conservation and self enhancement values) were found as a significant moderator. Moreover, the openness to change and self enhancement values were found to be having a significant effect over exploratory innovation activities whilst the conservation value effect found to be insignificant. In conclusion, it could be stated though there is a relationship between social capital and exploratory innovation activities the individuals could maximise the influences based on the personal values which is within them. The study makes major theoretical contribution through addressing the inadequacy of social capital theory in identifying the individual factors which could enhance the relationship between social capital and exploratory innovation activities. Moreover, the study recommends that managers must pay attention on getting the soft factors right first rather than paying attention on the technological perspectives to enhance the effectiveness of the relationship between social capital and exploratory innovation activities.

Impact of Perceived Gender Ideology and Career Choice on Career Advancement of Woman in the Legal Profession of Sri Lanka

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Abstract

In spite of tremendous feminisation of the legal profession, the problem of low career advancement of women to senior positions anticipates global and local attention to prevent gender based discrimination and to ensure equal career opportunities (e.g. Samararatne, 2020; Sommerlad, 2002). Goal 5 and 16 of United Nations Sustainable Developmental Goals for 2030 (UNSDGR23;s) collectively emphasise the importance of ensuring gender equality and promotion of non-discriminatory laws and policies at workplaces for sustainable development (United Nations, 2015). Against such international obligations, the percentage of women judgeships represented at the Supreme Court of Sri Lanka was 18.2% while percentage of men judgeships reported as 81.8%, which was disproportionate with the percentage (65.1%) of women lawyers enrolled in 2017 (Department of Census and Statistics, 2017). Samararatne (2020) reaffirmed that apart from judiciary gender disparity at high-ranking positions is a common problem visible throughout the legal profession of Sri Lanka. Even though previous literature examined the impact of structural factors on women career advancement, studies have rarely concerned with the psychological factors such as perceived gender ideology. Therefore, the purpose of this study is to examine the impact of perceived gender ideology and career choice on career advancement of women in the legal profession. Therefore, the study adopted a quantitative approach followed by a cross sectional survey, covering 360 women lawyers in mid and late career stages. The purposive sampling method was used to select the sample. Data collected through self-administered questionnaires and analysed using Structural Equation Modeling (SEM) with the Analysis of a Moment Structures (AMOS). 360 usable questionnaires forwarded to data analysis based on the purposive sample of women lawyers in mid and late careers. The empirical data revealed that womens perceived gender ideology has a significant impact on their career advancement. Further, career choice of women lawyers mediates the relationship between perceived gender ideology and career

advancement. In contrast, career choice has not found to have a significant relationship on career advancement in the given context. Moreover, in terms of three parameters of career choice i.e. authenticity, balance, and challenge, this study has discovered that except challenge other two resulted insignificant relationships with perceived gender ideology and career advancement. xviii In addition, the study theoretically contributes to examine the Kaleidoscope Career Model (KCM) theory by introducing perceived gender ideology as a parameter that matters to career advancement by adjoining with the Gender Identity theory. The KCM is challenged when applied to mid and later career women in the legal profession of Sri Lanka. In terms of managerial contributions, the study is important to develop appropriate personality traits within women lawyers during legal education and throughout their career development in order to meet respective career expectations and then to advance their careers to senior positions appropriately. Higher education institutes responsible for legal education could guide future women lawyers to make suitable career choices after identifying or transforming gender identity accurately to assure their professional growth. The study advances existing literature relating to career advancement of women by uncovering the psychological factors within women such as perceived gender ideology which impede career advancement. Also, application of the kaleidoscope career model in a significant professional context re-assures the originality of the present study.

Leadership Motivation Towards Social Comparison and Awards Driven Behavior

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Abstract

Leader's behavior is one of the major concerns in the corporate world especially in the developing countries. "Awards" are in the fertile ground which the destructive leadership can be appeared. Awards can be considered as role models that motivate non-awarded individuals to achieve required behaviors and in certain cases this will lead non awarded leaders specially the top level managers to become disappointed and will motivate them to become like awarded superstar managers. Narcissistic leaders engage in "window dressing" activities, which enhance an organisation's external image, but not necessarily its performance. This scenario has been emerged in Sri Lanka for years and this study attempts to observe relationship between charismatic leadership dimensions with related to benign and malicious envy of the leaders amidst the narcissism personality of the leader in order provide insights to stated problem. This study attempts to observe relationship of the personalised and socialised charisma based on the charismatic leadership theory and leader's behavioral orientation based on social comparison theory and finally the moderation effect leader's personality related to narcissism theory. In leadership literature there is no proper link in between Charisma, Narcissism, social comparison and envy. The current study identified the gaps in the literature and formed the conceptual framework based on that. The main study was designed as a quantitative study where the researcher collected a sample of one hundred and fifty four respondents using a self-administered questionnaire. The unit of analysis of the main study was individuals where the population was the managers of award winning companies in Sri Lanka from 2015 to 2019. Based on the literature the researcher operationalised all the variables and those were analysed using PLS- SEM. The researcher developed four hypothesis and three hypothesis were accepted in the analysis. The findings revealed that both benign and malicious envy have positive relationship with the some charismatic leadership dimensions of the leader. Further, it was found narcissism personality of the leader moderates the relationship between charismatic leadership dimensions and malicious envy while narcissism personality of the leader does not moderate the relationship between

charismatic leadership dimensions and benign envy. This study contributed to the practitioners by providing different precious insights. Effective procedures need to be executed to recognise potential destructive individuals in the leader selection process by assessing the need for power, negative life themes, and narcissism. The vacant positions need to be filled with socialised rather than personalised charismatic leaders. Proper trainings need to be given not only for the leaders but also for the followers in order avoid organisational destructiveness. There should be favorable organisational environment for the ethical practices. Leader motivation is important from time to time in order overcome the unnecessary destructive behavior. Further, this study contributed the theory in several ways. Social comparison theory describes how the leaders achieve their goals by comparing with others who have obtained a better position than them. Rely on the social comparison theory, the researcher replaced the performance driven behavior of the leader by benign envy and awards driven behavior by malicious envy. The researcher discussed the personalised and socialised charisma with related to destructive and constructive narcissism since there were only few authors differentiated between constructive and destructive narcissism or profiles of high bright side and low dark-side characteristics. Further, moderator impact of leader narcissism on organisational outcomes are discussed in the current study which also has not been discussed in the previous studies and ultimately provide rich insights to the existing theories. The leaders become personalised and compelled more to be awards driven highlighting malicious envy characteristics in order to adopt company strategies in line with their personal agendas to get the social status and to become a super star leader in the corporate world. Since the awards reflect the company as well as the performance and success of the leader, it takes time to collapse the business and recognise it to the stakeholders as well as the outer world. So, in line with the explained theories the study, how the leaders become destructive in the context of awards due to their motivation to social comparison and how this influence the leader's own behavior was identified more curiously through the current study.

The Effect of Perceived Support and Locus of Control on Entrepreneurial Intentions

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Abstract

Despite the plethora of research, the question, ‘what determines the intention to start a business?’ is still a highly researched field in entrepreneurship literature. Studies have used several theoretical models to understand determinants of entrepreneurial intention. However, recent literature suggests incorporating personal input variables and contextual support factors to better explain entrepreneurial career intentions. The propensity to act determinant in Entrepreneurial Event Model (EEM), conceptualised as locus of control has been less explored with respect to Social Cognitive Career Theory (SCCT). In addition, studies have suggested to explore broader context aspects such as institutional support to explain career intentions. Thus, the current study aims to test an integrative model on entrepreneurial intention, incorporating locus of control as well as contextual support aspects such as university and institutional support for entrepreneurship. The study adopts a cross-sectional survey method. A sample of 357 Agriculture graduands was drawn from seven Sri Lankan state universities using stratified random sampling technique. Data collected through self-administered questionnaires were analysed using structural equation modelling. Findings of the study showed that both contextual support aspects; perceived university support and perceived institutional support revealed a positive influence on entrepreneurial intention through entrepreneurial self-efficacy and also through outcome expectation. Further, the study revealed a partial mediation effect where internal locus of control displayed a positive influence on entrepreneurial intention through self-efficacy, while its’ direct effect was negative. However, external locus of control showed no direct or indirect effect on entrepreneurial intention. The study contributes to existing entrepreneurial intention literature by providing an alternative, comprehensive theoretical framework to understand entrepreneurial intention incorporating locus of control as well as external support aspects. Further, the study empirically validates the use of SCCT to explore entrepreneurial career intention. The study recommends that policymakers and other stakeholders in higher education sector should take necessary steps to enhance university and institutional support towards entrepreneurship as well as practice customised educational and capacity building programmes to foster entrepreneurship in university students. The study brings about a more comprehensive model to explain entrepreneurial career intention formation by incorporating locus of control and contextual support aspects along with self-efficacy and outcome expectations.

Impact of Appraiser's Coaching Role on Individual Work Performance

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Abstract

Coaching as a performance management intervention is a vastly discussed arena in the contemporary organisations. Although currently formal and informal coaching represents large component of total employee performance the literature on the antecedents of appraiser's coaching role is still emerging and remains mostly unexplored. Hence, the aim of this study is to identify the impact of appraiser's coaching role on the individual work performance. Based on social cognitive theory, self-efficacy was identified as individual factor affecting to the individual work performance whereas based on goal setting theory motivation to learn and motivation to transfer were identified as two other individual factors affecting to individual work performance. Further, based on the literature, it is argued that the self-efficacy of appraisee may have a moderating effect on individual work performance whereas motivation to learn and motivation to transfer play a mediating role between appraiser's coaching role and individual work performance. Accordingly, three major objectives were developed. Firstly, to identify the impact of appraiser's coaching role on the individual work performance. Secondly, to identify to what extent motivation to learn and motivation to transfer mediates the relationship between appraiser's coaching role and individual work performance and thirdly, to identify to what extent self-efficacy, moderate the impact of motivation to transfer and motivation to learn on individual work performance. Subsequently, individual work performance has been studied by several authors by taking the variables such as supervisors' role, motivation to learn, motivation to transfer, self-efficacy and have investigated the relationships among these variables and individual work performance. Moreover, social cognitive theory and goal setting theory have also been examined and have identified a theoretical gap in the goal setting theory which could be bridged using the implications of social cognitive theory. Goal setting theory basically underlines that people are motivated for higher performance once they are given with a goal to achieve. But from where they gain this motivation and how they motivated have not been studied in the previous studies. Furthermore, coaching role of appraiser on individual work performance has been identified as one of the emerging

areas that have not been explored sufficiently in the prevailing literature. There is rare number of studies available on investigating the moderating role performed by the self-efficacy in individual work performance. Thus, based on the explored literature conceptual framework was developed with eleven hypotheses. Consequently, to achieve the intended objectives of the present study data has been gathered using a self-administered structured questionnaire and from the gathered data sample of 300 was taken for data analysis after the process of data cleaning. Data analysis was done using IBM SPSS and AMOS software packages. As per the analysis of data it was found out that appraiser's coaching role has a significant positive relationship with individual work performance, motivation to learn and motivation to transfer. Moreover, it was found out that motivation to learn and motivation to transfer has a significant positive relationship with the individual work performance. But there was no significant impact of motivation to learn on motivation to transfer. Further, it was found out that there is partial mediation of motivation to learn for the relationship between appraiser's coaching role and individual work performance whereas motivation to transfer also partially mediates the relationship between appraiser's coaching role and individual work performance. Adding further it was found out that motivation to transfer do not have mediation to the relationship between motivation to learn and individual work performance. Finally, it was found out that self-efficacy moderates the direct relationship between both motivation to learn and motivation to transfer with individual work performance. Thus, the study contributes to the prevailing knowledge concerning the individual work performance and coaching by providing a better theorisation of the organisational factor and individual characteristics affecting to the individual work performance Accordingly, once an appraiser act as a coach in the performance management process it may ultimately increases individual work performance. Further the study highlights the managerial implications such as the importance of having fair and effective performance management process where appraiser could play the role of coach as a mean of enhancing individual work performance and the measures to be taken to enhance individuals' motivation to learn, motivation to transfer and self-efficacy. Hence, this research unlocks new directions for the future researches such as testing the studied organisational and individual factors affecting IWP in a different context and testing the impact of appraiser's coaching role on the other organisational outcomes such as; job satisfaction, employee commitment, employee engagement etc.

Knowledge in Developing Service Innovations: Sri Lankan Service-Dominant Business Organisations Perspective

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Abstract

Innovations play a critical role in gaining sustainable competitive advantages since most service industries operate in the midst of intense market competition, and are dedicated to delighting customers with creativity and innovation. Creating organisational innovations requires different dynamic innovation capabilities. The PdH model presents six dynamic service innovation capabilities (DSIC) which are essential for firms to outperform competitors. Thus, companies need to develop organisational knowledge to produce dynamic competitive advantages through the development of DSIC to support innovation, in addition to acquiring an assortment of resources and capabilities. Thus, the main purpose of this study is to examine the impact of knowledge capabilities, namely; knowledge management capabilities (KMC) and knowledge absorption capabilities (KAC) on DSIC to develop service innovations (SI). Accordingly, three objectives were developed. The first is to identify the impact of KMC on DSIC. The second is to assess the indirect effect of KAC on the relationship between KMC and DSIC. The third is to examine the impact of DSIC on SIs in six Sri Lankan service dominant sector organisations. After conducting a rigorous review on KMC, KAC, DSIC, and SIs, five hypotheses were advanced to explore the relationships between these variables. Following the positivist research paradigm, a survey was conducted among 160 service organisations disproportionately representing certain identified Sri Lankan service sectors; insurance/banking/other financial services, health care, entertainment/hotels, telecommunication, professional services and IT/ICT. Data were analysed using the SmartPLS software version 3.0 under the structural equation modeling analysis technique. The results of data analysis revealed that; there was a significant positive impact from KMC on DSIC, while KMC also significantly and positively impacted KAC, while KAC significantly and positively impacted DSIC. Most importantly, KAC mediated the relationship between KMC and DSIC. Furthermore, it was found that DSIC has a significant impact on SIs. The results of this study contributed to the empirical and

theoretical literature on DSIC by identifying organisational knowledge as a significant antecedent of DSIC. The findings also suggested that managers/policy makers focus on internal knowledge processes to absorb external knowledge to support DSIC. Addressing the prevailing limitations of the present study, future research directions such as applying organisational knowledge as an antecedent of DSIC in other service industries as well as in other DSIC which were not addressed in the present study using different research choices, are suggested. Finally, the present study explained the importance of developing organisational knowledge-based capabilities to enhance organisational innovativeness to develop the service innovation dimensions required for service dominant firms to outperform their competitors under prevailing, intensely competitive market conditions.

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Reverse Mentoring and Work Engagement: Effect of Knowledge Sharing

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Abstract

Work engagement can provide numerous positive outcomes and competitive advantages. However, it is one of the most challenging tasks for any organisation to keep its employees engaged in their work roles. The low level of work engagement rates has been noticed within every context globally. Previous studies have argued that there is a relationship between reverse mentoring and work engagement. However, there is ambiguity in identifying which practices will enhance the engagement. In response, drawing on the social exchange theory and job demand and resource theory of job demands and job resources of work engagement, the present study attempts to examine the effect of reverse mentoring on work engagement by explaining the mediating impact of knowledge sharing which comes as a result of reverse mentoring. Similarly, this study examines the moderating effects of self-efficacy and perceived organisational support. The survey was conducted among 340 middle managers in multinational organisations in Sri Lanka. Work engagement, reverse mentoring, knowledge sharing, self-efficacy, and perceived organisational support were measured through a self-administered questionnaire. The data was analysed through structured equation modeling (SEM) using AMOS 21. The empirical data supported that the relationship between reverse mentoring and work engagement is significant. Amongst the significant relationships of reverse mentoring, the influence of reverse mentoring is high. Knowledge sharing was found as a significant mediator. Moreover, self-efficacy and perceived organisational support were found to have a significant effect on work engagement and knowledge sharing. In conclusion, it could be stated that there is a relationship between reverse mentoring and work engagement, and employees could maximise the influence when knowledge sharing is within them. The study makes a significant theoretical contribution by addressing the inadequacy of JD - R theory in identifying knowledge sharing as a job resource, enhancing the relationship between reverse mentoring and work engagement. Moreover, the study recommends that managers pay attention to implementing familiarising reverse mentoring across hierarchical levels within the organisation to enhance the effectiveness of the relationship between reverse mentoring and work engagement activities.

The Impact of Destination Personality Self-congruity on Revisit Intentions with the Mediating Effect of Destination Psychological Ownership a Study on the Domestic Tourists in Sri Lanka

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Abstract

The main aim of the study is to investigate the impact of destination personality, self-congruity, on revisit intention with the mediating effect of destination psychological ownership, with special reference to domestic tourists, Sri Lanka. The study was adopted the Aaker's brand personality scale with some modifications relevant to the tourist destinations. The data from the three-hundred and fifty-one respondents (351) were taken using judgmental sampling for the data analysis. Accordingly, IBM SPSS and SmartPLS software were used to analyse the data. Particularly, self-congruity was functioned as a potential mediator between destination personality and revisit intention by utilising the theory of self-congruity in a tourism setting. The present study found that destination psychological ownership partially mediates the relationship between the destination personality and revisit intention. Notably, this finding contributed largely to the theory of psychological ownership while finding an important relationship; destination personality impacts on destination psychological ownership. That relationship has not been established in the existing literature. Importantly, the study contributed to tourism literature by conceptualising and proposing the mediator effect of destination psychological ownership which is an emerging concept, with the variables of destination personality, self-congruity, and revisit intentions. The inference of the study provided recommendations to the tourism industry particularly to promote domestic tourism, policymakers, and direction for future studies. In conclusion, destination marketers and relevant government bodies can promote domestic tourism and encourage repeat visitation more by employing the unique destination branding aspects like destination personality, self-congruity, and more especially destination psychological ownership. Future researchers are encouraged to apply the same theoretical framework proposed by the present study in different destinations for different tourism types with different target groups.

Personality Factors as Antecedents to Perceived Financial Well-being, the Role of Financial Self-Efficacy

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Abstract

Personal finances are important in determining how well an individual is doing, thus financial well-being has emerged as an important topic of discussion. However, the concept has been examined objectively, with measures such as income and wealth. While income is an important determinant, many other subjective factors impact an individual's financial well-being. As a result, there are significant differences in the financial preparedness even among individuals with similar lifetime earnings. Thus, it has been argued that personal factors are fundamental to the level of financial well-being achieved by an individual. Despite the importance, there is a research lacuna on how negative and positive emotions associated with an individual's personality influences the individual's financial well-being. Thus, the study's main purpose is to examine the impact of personality factors on the perceived financial well-being of an individual and to understand the role of financial self-efficacy on the relationship between personality factors and perceived financial well-being. Prior literature reveals that finances are a main domain of an individual's subjective well-being. The Theory of Subjective Well-being recognises that the broad personality traits of extroversion and neuroticism impact the subjective well-being of an individual. The recent literature identified that financial self-efficacy, which provides an individual the self-belief on his ability to manage finances and achieve financial goals as an important antecedent of the perceived financial well-being of an individual. However, Theory of Subjective Well-being does not discuss how these two broad personality traits helps an individual in gaining confidence on his ability to manage finances and engage in self-regulatory behavior to achieve perceived levels of financial well-being. The Meta-Theoretic Model of Motivation and Personality (3M) explains how broad personality traits result in the creation of domain-specific self-efficacy. This has been used to explain how extroversion and neuroticism result in the situational trait of financial self-efficacy. Therefore, based on this understanding, the mediating role of financial self-

efficacy on the relationship between extroversion , neuroticism and perceived financial well-being were hypothesised with the aim of providing a further explanation to the Theory of Subjective Well-being. A quantitative research design was used to conduct the study while the data was collected through the survey method. The study's unit of analysis is an individual aged between 25 to 45 who are employed and economically active and are more likely to manage their own finances. Three hundred and fifty-three usable responses collected using purposive sampling were proceeded to analyse data. The hypotheses were tested using structural equation modeling. The analysis of data revealed that extraversion has a positive influence on the perceived financial well-being, whereas the personality trait of neuroticism has a negative influence on the individual's perceived financial well-being. Further, the positive influence of extraversion and the negative influence of neuroticism on perceived financial well-being is stronger at the presence of financial self-efficacy. The present study makes a theoretical contribution by bringing the mediating role of financial self-efficacy on the relationship between extroversion, neuroticism, and perceived financial well-being. Due to this topic's pressing nature, which extends from an individual to the broad society and economy, the study reveals significant managerial implications and insights for future research. The research findings provide insights for individuals on the behavioral changes required in achieving financial preparedness for the future. They can use these insights in improving their self-belief on their ability to control and plan personal finances without stress. Further, these insights can be used by banks, financial institutions, financial planners, and counselors in effectively crafting programmes to create awareness among individuals to prepare them for their financial future. These institutions can then effectively attract customers to services offered by them in improving individual financial well-being. Through this overall quality of life individuals in terms of finances can be improved as they are prepared for their future financially and able to manage daily financial requirements without a stress by the effective identification of behavioral changes required.

Sensemaking and Sense Giving to Create Shared Understanding in a Crisis

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Abstract

Sensemaking and sensegiving is a widely researched topic in the domains of organisational leadership and organisational crisis and continue to make substantial contributions to these fields. In crisis situations, failure has been accredited to the inability to create shared understanding. Thus, shared understanding is crucial for an organisation when they face an uncertain and ambiguous situation which makes changes to existing practices inevitable. These changes emerge because shared understanding happens through leaders' and followers' engagement in sensemaking and sensegiving. Thus, sensemaking and sensegiving play a major role in a crisis to create shared understanding among leaders and followers in decision making. As a result, creating shared understanding takes organisations to its pinnacle as it leads to higher organisational performance through collective strategic decision making by building trust and rapport between leaders and followers. Collective decision making happens as a result of shared understanding. In a crisis, leaders have their own sensemaking about the crisis and followers too. They engage in their own sensemaking which results in equivocality, and to enact the environment and to reduce equivocality a shared understanding is a must. Most research work carried out in the existing literature focuses on sensemaking and sensegiving (retrospective sensemaking and prospective sensemaking respectively). Prospective sensemaking entails imaginations about the future and it is forward looking and sensemaking itself is an activity which is retrospective. However, studies reveal that there is a dire need for more theoretical and empirical investigations on prospective sensemaking which is also known as sensegiving. Furthermore, most extant studies on sensemaking and sensegiving is leader centric and those that used a follower centric approach is rare in the existing literature. This study aims to explore whether and how sensemaking and sensegiving contribute to create shared understanding in a crisis. Hence, this study establishes how leaders engaged in sensemaking and sensegiving and how the followers engaged in sensemaking in a crisis and how they make the ground to create a shared understanding. The study uses the theoretical lens of theory of enactment. Theory of enactment has

been used to explain sensemaking and sensegiving in the existing literature., Weick (1979) considers enactment as bracketing, deviation amplification, self-fulfilling prophecy, and social construction of reality. Frames are activated in the individual minds that are used for sensemaking. Schemas are dynamic knowledge structures in a person's mind regarding crisis and other concepts, events and entities that activate sensemaking in leaders' and followers' minds. In this research, how sensemaking is activated in leaders' and followers' minds are explored using enactment, framing and schemata/cognitive maps. This study adopted a qualitative approach rooted in an interpretative paradigm since it is not aimed at generalising the findings. Case study research strategy was adopted in this study to investigate the phenomenon of focus. A single hotel group was selected as the case for this study and was selected because of its success in handling the global crisis of Covid- 19 which first impacted international markets before impacting Sri Lanka as a country. The selected hotel group had faced many other crises even before the Covid-19 pandemic, and successfully recovered within a shorter period. Hotel Z group has identified as the most suitable for the purpose of this study, and their success story of handling the Covid-19 pandemic is still ongoing. Twenty-three in-depth interviews and one focus group interview was carried out for data collection, and out of the interviews carried, 10 interviews were with leaders and 13 interviews were with followers. Data analysis was done through thematic analysis and the theory of enactment was used as the theoretical lens. The results of the study reveal that both leaders and followers engaged in sensemaking through framing, enactment and schemata/cognitive maps. The findings also revealed that leaders engaged in sensegiving through metaphors, storytelling/narratives, and emotional arousal as well. Further, followers also engaged in both sensemaking and sensegiving during the crisis to create shared understanding. Emotional arousal was used as a way of engaging in sensemaking by leaders which makes a contribution to the theory of enactment.

Impact of Intellectual Capital on Exploratory Innovation Activities and the Role of Absorptive Capacity in Tea manufacturing/Export Industry of Sri Lanka

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Abstract

It is widely acknowledged that innovation is a crucial component of an industry's long-term success. It safeguards both tangible and intangible assets from market degradation. The lack of innovation activities in agri-export industries in most of the developing countries has been a major player in economic downturns in the recent past. Micro-focusing on the context of Sri Lanka and its tea industry, many past researchers have observed the issue of declining revenue and competitiveness of the industry in the international market. In fact, Sri Lanka's market share in the international market has come down by approximately 23% within the period of 2010-2020. Concerns arising thereby has focused on the possible reasons behind such innovations. Despite intellectual capital being a popular area of research linked with innovations; intellectual capital has been explored in restrictive manners.

Thus, the main purpose of this research study is to investigate why firms have failed in generating innovations even when they have intellectual capital available while identifying the role of absorptive capacity on successfully transforming intellectual capital into exploratory innovations.

The study conducted as a deductive and quantitative research which followed the survey method and collected data from tea manufacturing/ exporting firms in Sri Lanka by using a well-established questionnaire. After completing the data cleaning process, the study has used two hundred and fifteen (215) questionnaires for the final analysis by using IBM-SPSS and PLS-SEM packages. According to the results of the data analysis, it was revealed that, there is a partial mediation impact from realised and potential absorptive capacities on the relationship between intellectual capital and exploratory innovation activities while supporting the arguments made by the study that intellectual capital impacts on absorptive capacity, absorptive capacity impacts on

exploratory innovations activities while supporting the arguments made by the study that intellectual capital impacts on absorptive capacity, absorptive capacity impacts on exploratory innovation activities. Furthermore, it is also found that there is a moderating impact of strategic knowledge management on the relationship between intellectual capital and exploratory innovation activities. Theory of intellectual capital elements are also affecting the ability of the firm to assimilate, acquire, transform and explore knowledge from external sources. The study has brought Theory of absorptive capital in this point addressing the mediation role of it and investigated how it is impacting on the exploratory innovation activities. This study further extends the Theory of intellectual capital by introducing strategic knowledge management as a moderating role towards exploratory innovation activities of firms. Accordingly, this study will be empirically verifying the Theory of absorptive capital which is not tested by the previous research in the Sri Lankan context while contributing the existing literature by connecting and extending theory of intellectual capital would not create innovations and that there is a requirement of absorptive capacity of the firm to be presented. Furthermore, this study will be an encouragement for many stakeholder parties related to tea industry while opening up their eyes to a long vision to elevate the industry through boosting innovations within firms.

Less in More: The Role of Entrepreneurial Bricolage on Innovation Self-efficacy and Innovation Performance of Sri Lankan SMEs

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Abstract

Being one of the most critical driving forces which drive the economy towards its sustainable growth, the SME sector is considered as the bedrock of any economy in the world. SME sector is significantly contributing to the social and economic wellbeing of the people through providing employment opportunities, contributing to GDP, regional development, and many other aspects. However, a higher rate of failure of SMEs specially during the early stages of their inception is experienced largely in developing countries. With the increase in global competitiveness, the lack of innovations generated by SMEs has been identified as one of the main reasons for failing SMEs during a very short time. SMEs, specially in developing countries are suffering from resources constraints which is one of the main barriers to generate innovations this has led the firm to keep innovative ideas within the firm's boundary without commercialising them as successful products or services in the market.

Entrepreneurship Bricolage which is an emerging field of research is identifying the pathways to generate innovations in SMEs while successfully challenging those resource constraints, but very less attention is given by the previous studies on investigating how to transform innovative ideas of this research study is to investigate why SMEs have failed in generating innovations for the market even though they have innovative ideas while identifying the impact of entrepreneurial bricolage on successfully transforming innovative ideas into realities.

Previous literature evidence identified that innovation self-efficacy that ensures the strong belief to generate innovations of SME owners is directly affected by the individual ability to question, observe, experiment, idea networking and associational thinking. Self- Efficacy Theory in the context of innovations has extended further since self- efficacy beliefs are also affected by external situational factors. The study has brought the Theory of Entrepreneurial Bricolage to address the mediation role of resources at hand and investigated how it impacts the final innovation performance. Theory of Entrepreneurial Bricolage discusses the ability to utilise the resources at

hand and when entrepreneurs are generating multiple resource combinations there can be confusion again to select the most appropriate options. By identifying this theoretical gap, this study further extends the Theory of Entrepreneurial; Bricolage introducing divergent thinking as a moderating role in the innovation performance of SMEs. Thus, this study will empirically verify SMEs' innovation self-efficacy, while contributing to the existing literature by connecting and extending Self-Efficacy Theory and Entrepreneurial Bricolage Theory which is not tested previously. Based on the evidence of existing literature, the study has developed five hypotheses to identify the impact of innovation self-efficacy on innovation performance while identifying the mediation role of entrepreneurial bricolage and the moderation role of divergent thinking of entrepreneurs towards the innovation performance of SMEs.

To test the above developed hypotheses, the study has followed the survey method and collected data from the SMEs who have registered their business as sole proprietorship business within the Western Province, Sri Lanka by using a well- established questionnaire. After completing the data cleaning process, the study used three hundred fifty-two (352) questionnaires for the final analysis by using IBM-SPSS and PLS-SEM packages. According to the results of the data analysis, it was revealed that there is a mediation impact from the entrepreneurial bricolage on the relationship between innovation self-efficacy and innovation performance while supporting the arguments made by the study that innovation self- efficacy impacts on innovation performance, innovation self-efficacy impact on entrepreneurial bricolage, entrepreneurial bricolage impacts on innovation performance. However, it is also found that there is no moderating impact of divergent thinking of entrepreneurs on the relationship between entrepreneurial bricolage on innovation performance.

Consequently, Self-Efficacy Theory was further evaluated to find the theoretical gaps and the study identifies that entrepreneurial bricolage can mediate innovation performance by affecting self-efficacy expectations as an external situational factor. Further, the study identified that entrepreneurial bricolage is not addressing the cognitive thinking patterns of entrepreneurs when doing innovations and thereby, divergent thinking was introduced as the moderating role between entrepreneurial bricolage and innovation performance. The empirical contribution of this study is given by successfully testing the innovation self- efficacy in the context of SMEs. The managerial implication of the study are highlighting the area to be considered in further research as well. Uplifting the SME sector by boosting innovations while removing the barriers due to resource constraints with the support of key stakeholders in the SME sector. Further research can be conducted on other cognitive styles on innovation performance, entrepreneurial bricolage (selective and parallel), and other forms of innovation.

Effect of Store Environment on Store Patronage Intention: The Role of Shopping Values, Cognitive and Affective Evaluations

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Abstract

The purpose of this study is to investigate the effect of the store environment on store patronage intention towards supermarkets in Sri Lanka using cognitive evaluations toward store, affective evaluations toward store, and shopping values. A quantitative study was conducted using a survey method to accomplish the objectives of the study. A self-administered questionnaire was distributed to collect primary data for the study, and data analysis was performed using two hundred sixty viable responses. Structural Equation Modeling (SEM) has been employed to test the hypothesised model. The findings revealed that the store environment has a significant influence on store patronage intention, the store environment has a significant impact on cognitive evaluations toward store, cognitive evaluations toward the store have a significant influence on affective evaluations toward store, and affective evaluations toward the store have a significant influence on store patronage intention. Additionally, it was discovered that cognitive evaluations toward store mediated the relationship between the store environment and affective evaluations toward store and that the effect is greater when cognitive evaluations are used to mediate the relationship rather than the direct relationship between the store environment and affective evaluations. Moreover, there is no significant mediation of affective evaluations toward store was discovered in the link between cognitive evaluations toward store and store patronage intention. The direct effect of affective evaluations on store patronage intention was greater than the expected mediation effect. Further, it was discovered that affective evaluations toward store interact with store patronage intention and moderate their direct relationship via hedonic and utilitarian shopping values in such a way that the direct positive relationship is stronger when both hedonic and utilitarian shopping values are weak. This study provides valuable information to supermarket owners and managers throughout the country on how to improve their service by improving the store environment and thereby increasing patronage. This study is the first to evaluate the mediation effect of cognitive evaluations in the relationship between store environment and affective evaluations toward store in a supermarket setting and contributed to extend the existing S-O-R model.

Influence of Sustainable Supply Chain Initiatives Towards the Environmental Performance: Empirical Evidence from Manufacturing Sector in Sri Lanka

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Abstract

The generation and accumulation of waste through the manufacturing operations are staggering day after day. This issue needs to be addressed promptly before it becomes a severe issue that threatens the livelihood of the society as a whole. The environmental performance of manufacturing firms is considered as an indicator of environmental adaptation of such organisations. To achieve environmental performance many organisations, adapt sustainable business practices. One of the popular adaptations of sustainable business practices is the application sustainable supply chain management practices which consider the whole supply chain in achieving the desired status of environmental performance. In literature the adoption of sustainable supply chain initiatives which are namely green purchasing, green manufacturing, and green packaging are not empirically tested with the enhancement of environmental performance. The study has employed both institutional theory and stakeholder theory which are among the prominent theories that are used in the sustainable supply chain management in theorising practical issues to be tested empirically. This study is aimed to explain the impact of sustainable supply chain initiatives by considering the mediating effect of reverse logistic and the moderating role of external pressure. Three objectives have derived in the study, firstly to examine the impact of sustainable supply chain initiative on environmental performance, secondly to study the role of reverse logistics in mediating the relationship between sustainable supply chain initiatives and environmental performance and thirdly to investigate the role of external pressure on moderating the relationship between sustainable supply chain initiatives and environmental performance. Institutional theory describes the adoption of sustainable practices by organisations when exerted with external pressure with the intention of gaining social legitimacy. Institutional theory over the past few decades have considered different types of pressures, namely regulatory pressure, competitor

pressure and customer pressure. The theory is yet to explore into the non-governmental organisational pressure, which is the theoretical gap the researcher explored in the study. The researcher aided the stakeholder theory in bridging the gap in institutional theory. The stakeholder theory suggests that through satisfying different stakeholders of firms, both the firms as well as groups which have stake in organisation can develop mutually beneficial relationships. When networking as a supply chain, the core firm should consider about all the stakeholders and the demands of such stakeholders. One such stakeholder is non-governmental organisations which exert pressure to adopt sustainable business practices to enhance environmental performance. The conceptual framework and the relevant hypothesis were developed based on an extensive literature survey. Through the support of literature five main hypothesis and another four subdimension hypothesis were developed. Structured questionnaires were distributed and collected from respondents, all together the researcher collected one hundred and forty-three (143) questionnaires and used statistical software packages IBM SPSS and SmartPLS for analysing data to support the hypothesis developed. The unit of analysis of the study was manufacturing firms which have applied sustainable business practices. Through the data some hypothesis was supported whereas some was rejected. The relationship of sustainable supply chain initiatives towards the environmental performance was supported, the relationship of sustainable supply chain initiatives towards the reverse logistics was not supported, the relationship between the reverse logistics towards the environmental performance was supported, the mediation role of reverse logistics was not supported, and the moderation role of external pressure was supported. The current study had few theoretical contributions and managerial implications out of which the following took the prominence. The inclusion of non-governmental organisational pressure as a novel pressure entity and respectively the non-governmental organisations and managers in organisations could use the findings for their benefits for excreting pressure or for investing in sustainable supply chain initiative sequentially.

The Effect of Motivation on the Intention to Use Mobile Payments; the Role of Intrinsic Motivation, Extrinsic Motivation

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Abstract

Numerous scholars have examined the intention to use mobile payments using various theories. Similarly, possible factors driving the consumers to use mobile payments have been identified with the enhancement of technology. Even though scholars have explored factors relating to consumers' technology acceptance and rejection, there is still an ambiguity on which factors drive consumers to use mobile payments in their daily transactions. Recent literature emphasises the importance of motivation to drive consumer behavior. Nevertheless, it is evident that intrinsic motivation and extrinsic motivation have been less discussed concerning the intention to use mobile payments. Hence, this study attempts to examine the possible motivational factors affecting intention to use mobile payments along with the mediating and moderating roles of mobile payment trust and perceived risk. Previous literature was reviewed to understand the theories and concepts used in relation to mobile payment intention and usage. Among the literature, Self-determination theory has been used and it was identified as a prominent theory in the discussion of motivation and how it influences the intention of consumers. However, this theory fails to discuss trust, the most significant antecedent in the context of mobile payments. Hence, based on the understanding the mediating role of mobile payment trust on the relationship between motivation and intention was hypothesised with the aim of further explaining the self-determination theory along with mobile payment trust. The study undertook a quantitative approach with a cross-sectional design. The questionnaire was developed using the previous studies and validated scales. 342 valid responses collected using purposive sampling were used in analysing data. Later, Structural Equations Modeling (SEM) was used in testing the established hypotheses. The analysed data revealed that intrinsic motivation and extrinsic motivation have a significant impact on the intention to use mobile payments. Further, a partial mediation was reported from the mobile payment trust on the relationship between extrinsic motivation and intention to use

mobile payment, intrinsic motivation, and intention to use mobile payments. Hence, it revealed that there is a higher level of impact from the indirect relationship through the mediation of mobile payment trust on the relationship between motivations and intention to use mobile payments. The current study contributes to the theoretical and managerial implications. The study integrates the mediating role of mobile payment trust through trust transfer theory to further explain the self-determination theory in understanding consumer intention to use mobile payments. Hence, this study attempts to fill the theoretical gap of limited knowledge on motivation using trust as an antecedent between the motivation and intention to use mobile payments. In addition, the study incorporates the moderating role of perceived risk to fill the empirical gap identified. The study finds how intrinsic motivation significantly affects trust and intention. Hence, to make mobile payments successful there should be an internal motivation which would support by external motivation such as initiatives done by practitioners to improve consumers' trust and motivation towards mobile payments. Henceforth, the current study suggests the importance of encouraging trust-building programmes to improve the mobile payment user's inner motivation towards intention to use mobile payments as it is identified that the impact from internal motivation is higher than the external motivation in building trust and intention to use mobile payments. Similarly, this study helps individuals to identify the extent of their internal motivation affects the intention to use mobile payments. Hence, the study highlights that without having intrinsic motivation or internal motivation among individuals, driving them to use mobile payments is challenging even with the presence of mobile payment technologies.

The Impact of Telecommuting on Work Family Balance, Mindfulness and Family Supportive Supervisory Behaviours

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Abstract

Telecommuting “or working from home has become a new working system with the impact of covid – the 19 pandemic and crisis. It has become a prominent research arena investigated by different researchers. When performing duties from home, compared to men, women telecommuters face the challenge of balancing work and family life since there are no existing physical borders that distinguish work and family domains. Therefore, there is an ambiguity on which personal factors may help a woman telecommuter to achieve work-family balance and managing psychological borders are purely dependent on personal factors. Recent literature suggests that the trait of Mindfulness impacts telecommuters’ work-family balance.” Further, “it has been revealed that when working from home, organisations have a responsibility of providing family-supportive supervision. However, mindfulness and family supportive supervisory behaviour have scarcely been examined concerning telecommuting. Therefore, the current study examines the impact of mindfulness and family supportive supervisory behaviour concerning telecommuting and work-family balance.” Previous “studies were reviewed to understand the theories and concepts related to the context of the present study. Among several theories, many prior studies have used the work-family border theory which could be recognised as a dominant theory for studying this context. However, the identified theory has been criticised for the incompatibility in managing psychological borders which exist within the telecommuting culture. Through a rigorous literature review conducted, it is revealed that there is a possibility for emerging conflicts between work and family when working from home. Accordingly, this will lead to an imbalance of work and family spares. Since telecommuters do not have any physical borders, later it has been identified through literature that psychological borders are largely self-created borders and the importance of developing the trait of Mindfulness as a personal factor. In addition, it has been revealed that the organisation has a responsibility of providing family-supportive supervision within the

telecommuting culture. Therefore, based on this understanding, the moderating role of Mindfulness on the relationship between work-family balance and conflicts from work to family and family to work was hypothesised to further validate of work-family border theory.” The “study undertook an approach of quantitative through a cross sectional design, developing a questionnaire as a survey instrument of collecting data. The development of the survey instrument of the questionnaire was operationalised using a previously established and validated scale. The 350 usable responses proceeded to the final data analysis, collected using the purposive sampling technique. Structural Equation Modeling (SEM) was incorporated for testing developed and established hypotheses. The data analysis revealed that when working as a telecommuter, there is an impact on balancing work and family domains with a statistically significant negative impact. The trait of Mindfulness has been observed to have a significant positive impact on how women telecommuters manage their work-family balance. In addition, it was found that FSSB plays a positive influenceable role in telecommuting and conflicts from work to family and family to work. Further, it has been found that the total indirect impact from work to family conflict is higher than the direct impact of family to work conflict on balancing work-family balance. Moreover, it has been found that there is a high impact from work to family conflict than family to work conflict on managing the work-family balance of women telecommuters. As “a result, the current study makes several theoretical and managerial contributions. The study contributes to the existing literature on telecommuting and work-family balance by incorporating Mindfulness into more rigorous explanations for managing psychological borders without harming the originality of work-family border theory. In addition, the outcome of the present study emphasises the need to provide personal development programmes and training that contribute to the development of the mindfulness trait. Furthermore, this study underlines the significance of family-supportive supervisory behaviour within the telecommuting culture. Nowadays, telecommuting is an emerging concept. As a result, businesses and policymakers must adopt and update existing regulations linked to new working systems, as existing policies and working schedules may be outdated or formed years ago under face-to-face supervision systems.”

Integrated Thinking of the CEO, Transformation, and Improved Systemic Performance: Case in Sri Lanka

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Abstract

The purpose of this study is to examine how the integrated thinking of the CEO drives the transformation of an organisation which is expected to result in improved performance. The literature review on integrated thinking, transformation and improved performance revealed that there is a dearth of research that has been undertaken, as to study how the integrated thinking of the CEO drives the transformation of an organisation resulting in improved performance considering case studies in the real-world context. Also, this study examines how the upper echelon characteristics of the top management team moderate the relationship between the integrated thinking of the CEO and the transformation of an organisation. The systems theory, Lewin's change theory and upper echelons theory were used to discover the phenomenon of improved performance of an organisation through the transformation which is driven by the integrated thinking of the CEO. The contemporary literature recognises integrated thinking as the active consideration of the relationships between the different operational and functional units and the capitals that the organisation uses or affects in the process of value creation. Hambrick and Mason (1984) identified the CEO as the figurehead and the most powerful leader in the organisation. According to Chapman (2002), the CEO provides visionary leadership and enables change in a transformational change. Levy (1986) has classified the driving forces of a transformational change in an organisation into four conditions as permitting conditions, enabling conditions, precipitating conditions, and triggering events. However, it is striking that there is a dearth of research that combines the two perspectives to explore the research phenomenon of how the integrated thinking of the CEO drives the transformation of an organisation which is expected to result in improved performance. Therefore, the aforementioned background inspired the author to perform this study. A qualitative, deductive approach was used in this study while adopting the descriptive, cross-sectional research design. The usage of multiple case studies was the research strategy. Three case companies with past

experiences of triggering events were selected to study the research phenomena. The first company is a pioneer in the textile manufacturing industry, the second company is a pioneer in the glove manufacturing industry and the third company is an emerging company in the instant tea industry. Data were collected through multiple sources such as individual interviews with CEOs and top management team members together with the documentary reviews. The gathered data were transcribed and read literally and interpretively. Then the data was classified and organised to identify themes based on 'thematic analysis' followed by cross-case analysis to make compelling arguments with the qualitative data. As per the data analysis, it was found that the integrated thinking of the CEO embraces policy for vision and strategy, monitoring the strategy, improvements in integrated thinking and most significantly corporate sustainability practices. Also, it was found that the philosophy of CEOs in all three case companies includes honesty, walk the talk, effective communication and agility. It was found that making changes to both systems and culture is essential in the transformation and the integrated thinking of the CEO drove both changes to systems and culture. But CEOs of the three case companies followed different approaches when driving the transformation. Accordingly, it was observed that the integrated thinking of the CEO drives the transformation of an organisation. Another finding of the study following the integrated thinking of the CEO, top management team members engaged in the transformation and their characteristics such as experience and common sense had a huge influence on the transformation of the organisation. Accordingly, it was observed that the upper echelon characteristics of the top management team moderate the relationship between the integrated thinking of the CEO and the transformation of an organisation. Based on the findings, the study proposed several managerial implications. It is emphasised that integrated thinking begins with the CEO, and it should be cascaded down to the bottom, to become a part of the DNA of the organisation. The CEO can drive a transformation with assistance from the top management team when there are changes and challenges in the internal or external environment that create threats to the organisational survival and going concern. The sustainability of the integrated thinking of the CEO can be assured through properly established systems and culture in an organisation.

**CASE STUDY RESEARCH
MONOGRAPH**
(2021)

PREFACE

Management Case Study Research Project is a part of social research carried out at PIM Through MCRP, the student will demonstrate his/her ability to examine an organisation based on an overarching theme. Quantitative and qualitative evidence relating to the selected organisation will be collected to examine the identified theme. The collected information organised in terms of a well-crafted conceptual framework and its underpinning theme will then be narrated in order to develop the case study in the last term of the study. Pointed questions will be listed at the end of the case study for the reader to explore.

An MCRP builds on case studies to transfer knowledge and bring best practices to focus. The case study is built on a theme and will include a brief background of the case, information about the selected company, objectives of the study, scope and limitations. The study builds on a Literature survey done to understand the drivers, environmental moderators and outcomes which will help formulate the case framework, reflecting the reality of the case. Thus, MCRP projects should reflect a sound theoretical foundation. The case framework elements will include outcomes, drivers and environmental moderating factors. Data collection includes secondary data, in-depth interviews, focus group interviews etc. Qualitative methods are followed.

Case builds on a detailed narration of the case. A timeline with sequenced significant events should be presented in a graphical format in this chapter, highlighting the events along the selected time frame, drivers' key behaviours, and environmental moderators. Detailed interview data should be given supported by evidence. Focus on the critical challenges faced by the company, strategies adopted, and internal business processes supporting the strategy, points of departure, competitor actions, etc. The sequential unfolding of events evoking the elements of the case framework will provide interesting reading, and lead up to an understanding of the connections between performance drivers and outcomes; actions and results of the organisation. The case narrative must be self-contained, and a "stand-alone" chapter could be published separately. At the end of the case, the writer must include case study questions so that the reader can make reasonable assumptions, offer solutions, and fill the "gaps" in the case. The case study questions reflect the general learning for the reader from the case.

In 2021/2022, 7 MCRPs were carried out. Through MCRP, the student will demonstrate their knowledge and understanding in a chosen area of the research study via a survey of existing knowledge and identification of key business practices or benchmarking, which can be useful to managers/practitioners and academics and can lead to further research. The research brings out implications to theory and practice and contributes to impactful research where findings can be used to increase organisational value.

Dr. A.K.L. Jayawardene
Research Coordinator

Sustained Growth Through Entrepreneurial Orientation: The Story of Serendipol

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Abstract

The doing business ranking is very important to the countries to attract foreign direct investment under global competition. World Bank evaluate doing business rank based on the nine (09) criteria. One of the criteria is a Paying tax index. Under the paying tax categorise as Post filing index (PFI), Total Tax and contribution rate (TTTCR), Time to comply and number of payments (Number of visits). This field project directed to the improvement of the Doing business ranking in Sri Lanka this project aimed to increase the paying tax index from 53.7 to 70.32. This project expects to increase under the subcategory level Post filing index (PFI) from 49.31 to 74.31, the Time to comply frontier from 81.61 to 84.38, and the Number of payments from 26.67 to 66.67. This project used different analyses for the analysis of the current situation such as SWOT and PESTEL. Global competition can analysis based on that. This project used macro-level data to understand the issue. The data was collected from World Bank-published journals and articles. The recommendation was made based on the calculation made by the doing business methodology which is published by the World Bank. The World Bank Group evaluate the DBI in the year 2019 June. In this project, the target is to improve action taken before March 31 in 2019. This project escalates through the IRD responsible task force, and all resourced and cost components are identified and an analysis was made based on the cost and benefits. In this project willing to improve the DBI competitively. Serendipol (Pvt) Ltd. (Serendipol) was a limited liability company incorporated in 2007. The project was the brainchild of Mr. Gordon De Silva, a veteran of the Sri Lankan coconut fibre industry. Using his industry knowledge and business contacts, he acquired a rundown coconut mill in Kuliypitiya and began producing virgin coconut oil (VCO) for the export market. In its first year of operations, Serendipol was only able to manufacture 200 metric tonnes (MT) of VCO and recorded an operational loss. By 2017, however, the Company was a global leader in the export of VCO, with an installed capacity to produce up to 3,000MT per year. The story of Serendipol was one of resounding success and the purpose of this study was to demonstrate how the Company was able to achieve sustained growth over its first ten years of operation.

Other objectives of this study were to identify the role entrepreneurial orientation (EO) played in this case and explore how sustainable business practices and growth strategies helped in the achievement of the outcome. Prior to the study, a preliminary exploration was conducted by interviewing key management personnel and exploring secondary data. From this, key events which contributed to the organisation's success, over the first ten years, were identified. An extensive review of academic literature was then carried out in order to identify the underlying outcome, key drivers and moderators. It was revealed that the Company's outcome was 'sustained growth' and the key contributing drivers were 'demonstrating entrepreneurial orientation,' 'implementing sustainable business practices' and 'executing growth strategies.' It was also observed that 'industry competition' acted as a moderator in the achievement of sustained growth. There were many dimensions through which the existence of the outcome and key drivers could have been demonstrated. However, the dimensions most appropriate to Serendipol were the ones finally selected. The primary data required for this study was collected using the qualitative research techniques of in-depth interviews and focus group discussions. Commencing August 23, 2020, 13 in-depth interviews and five group discussions were conducted with Company employees at various levels. An approved interview guide, designed to extract responses related to the outcome and key drivers, was used in conducting interviews. Key statements made by the respondents were used as evidence to support the existence of sustained growth, EO, sustainable business practices and growth strategies. In addition to the primary data, secondary data in the form of internal company documents, government reports, online videos, websites and press releases, were used to support the findings. The narrative of the case study focused on the first ten years of Serendipol's journey. Throughout this period, the Company showcased many examples of sustained growth, EO, sustainable business practices and growth strategies. Sustained growth was demonstrated through increased revenue, production volume and employee numbers. It was also demonstrated through growing customer and supplier numbers. The existence of EO was visible through the Company's innovativeness, proactiveness and risk-taking. The existence of sustainable business practices was evidenced through acts of environmental, social and economic sustainability. The existence of growth strategies was demonstrated through market penetration, market development, product development and related diversification strategies. The key findings showed that Serendipol had achieved sustained growth in its first ten years of operations. The evidence also demonstrated that EO had played a major role in the achievement of the outcome and was thus, the main driver. The findings also revealed that the main driver was notably supported by sustainable business practices. The primary and secondary data also revealed that growth strategies had played a supporting role in the

achievement of the outcome. It was also evident that Serendipol operated in a global industry which was highly competitive. Competitive pressures from both international and local firms worked to impair the level of organisational growth that the Company achieved and as such, acted as a moderator. The findings of this case study report were recommended as learnings to other businesses as well. This case study report demonstrated how Serendipol was able to achieve sustained growth over a period of ten years. It showcased the importance of EO, as the main driver, in achieving this outcome. It also went on to explore the role sustainable business practices and growth strategies had played in the achievement of the outcome. The report concluded with a request to pursue research into the correlation between EO and organisational maturity, as it was found to be an area less studied. It is the hope of the author that this case study report will be useful to those seeking theoretical and/or practical insights into sustained growth and its relationship with EO, sustainable business practices and growth strategies.

Persistent High Growth of Softlogic Life Insurance PLC

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Abstract

The life insurance sector is an important contributor to the economy due to the financial intermediation role played by insurance companies. The insurance industry had a history of high regulated environment until at least close to 40 years ago. However, over the last decade, the industry went through significant structural changes mainly due to the intervention of the regulator such as segregation of insurance companies into life and general, maintaining a risk-based capital and listing on the Colombo Stock Exchange. This led to the consolidation of the industry while large players strengthened their positions. Against this background, Softlogic Life has thrust itself into the top five players in the industry with intense competitive vigour to emerge as one of the youngest insurance companies to be the formidable contender to threaten the existing market leader. Therefore, at this juncture, this study on the journey of the company's growth is worthwhile as a source of preamble for its ultimate success. Persistent High Growth has been researched and studied by various scholars, however, not without divergent views as to the cause of Persistent High Growth, let alone the very existence of persistent growth. However, based on the intense research and careful review of the literature, the writer has condensed and isolated the three drivers of Persistent High Growth, Customer Value Proposition, Intrapreneurship, and Managing Risks. Persistent High Growth can be measured using financial performance, and human capital. The first driver, Customer Value Proposition, can be explained using seven dimensions: customer orientation, customer confidence, price, quality, flexibility, branding, and firm capability. The second driver, intrapreneurship has been elucidated through intrapreneurship dimensions, organisational factors, behavioural factors as well as environmental factors. Last but not the least, the risk was evaluated through enterprise risk management, risk culture, corporate governance, and risk appetite. A comprehensive and critical set of determinants assimilated from the literature review were then built into the construct of the Case Framework which succinctly demonstrates the relationship between the outcome (Persistent High Growth), the three key drivers (Customer Value Proposition, Intrapreneurship, Managing Risks), and the moderating

factor (competitive environment). In order to extract the practical lens of the case study, ten interviews and 4 focus group discussions were conducted at the Corporate Office located at the One Galle Face Tower and the Life Operations Department located in Colombo 04. In order to portray a holistic view of the case study, secondary data were gathered from annual reports, company websites, publications, and numerous internal sources. The story of Softlogic Life was unveiled by perusing the findings of an analysis of primary and secondary data. The first history of the industry and Softlogic Life (formerly Asian Alliance Insurance) was unearthed in order to understand the origin. Then, the persistently high growth was established using secondary data. The narration of Softlogic Life's story mainly revolved around customer value proposition consisting of seven constructs, customer orientation, customer confidence, price, quality, flexibility, branding, and firm capability. The contribution of intrapreneurship and risk were also discussed in the success story of Softlogic Life Insurance PLC. The story unfolds in a timeline of 2010 to 2019. Softlogic Life Insurance PLC has been on a growth trajectory in terms of financial and human capital aspects from 2010 to 2019. The most prominent finding in this study was the applicability of the Model proposed by Smith (2016, 885) to this case study. The intrapreneurship dimension (or behavioural attributes), organisational factors, behavioural factors, and environmental factors have been driving the company's persistent high growth, while enterprise risk management, risk culture, corporate governance, and risk appetite have complimented the persistently high growth. Therefore, it can be concluded that the conceptual framework used is in line with the story of Softlogic Life Insurance PLC. Therefore, it goes without saying that the writer's theoretical basis is proven to be sound. It can be said that writer's objective of exploring the factors for the persistently high growth of Softlogic Life Insurance PLC has come to fruition based on the findings of the case study, and precisely the case study answers the questions of how customer value proposition, intrapreneurship, and risk management has contributed towards the persistently high growth of Softlogic Life Insurance PLC. The case study also elaborates and explains how each of the above drivers has influenced the persistently high growth of Softlogic Life Insurance PLC. The important earning points for other learning partners aspiring to achieve and conjecturing reasons for persistent high growth. These important lessons were, learning culture, continuous improvement leveraging information technology, a highly goal-oriented team, and creativity.

The Success Story of Korean SPA Packaging (Pvt) Ltd

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Abstract

Success is achieved at a snail's pace for most companies. Given the ever-changing market needs and business environment, organisations go through ups and downs, where the leaders of the organisation have to be diplomatic and take timely decisions to survive and thrive. In such an environment, a humble man who pursues high standards in quality and a passion for perfection establishes a business in the packaging industry. Amidst various challenges, within 27 years of business journey, he uplifts the company to be the most preferred packaging solution provider in Sri Lanka. Hence the business journey of Korean SPA Packaging (Pvt) Ltd becomes a fascinating success story to explore. Therefore, this case study aims to discover the significance of the success of Korean SPA Packaging (Pvt) Ltd and the key drivers which led the company to achieve continuous growth as the sole provider of both corrugated and flexible packaging solutions provider in Sri Lanka. The continuous growth of the company was measured through the growth in revenue, employee base, assets and in terms of growing customer base. Through a preliminary study, entrepreneurial leadership, operational performance and green practices were identified as the main drivers of the continuous growth of the company. These three drivers and the continuous growth which is the outcome of the study were thoroughly analysed by using various scholarly definitions, arguments, and viewpoints presented in the literature. The author referred to numerous online journals, books and periodicals to explore the depth of each of the three drivers and the outcome. Entrepreneurial leadership is elaborated by risk-taking, opportunity identification and exploitation, vision, need for achievement and decision making whereas operational performance is discussed through the quality, cost and delivery performance. Green practices were elaborated using energy conservation, waste management and compliance and regulations that were adopted in the company. The relationship between the drivers and the outcome was then drafted into a case framework to better understand the links between the concepts. To explore the ground reality within the company, the author conducted 10 in-depth interviews with the key individuals in the organisations covering top management

and executive levels. In addition to that, four focus group discussions were conducted to obtain more information. The author visited the factory premises several times to gather information and observe the prevailing situation at the company. Information gathered through these interviews and discussions was then analysed using thematic analysis. Further, to justify the findings of the interviews, the author gathered data from secondary sources such as internal company data, company profiles, proposals presented on various occasions etc. The entrepreneurial leadership skills of the chairman of the company made a significant contribution to the company to achieve continuous growth. His passion for perfection and commitment to customers set new standards in the packaging industry which are now followed by the rivals as well. Potential future returns and his strong desire to be successful enabled him to take significant risks, identify business opportunities, create visionary scenarios, and make timely decisions to ensure continuous growth. The company chose several dimensions namely quality, cost and delivery performance to stand solid amongst the competition. Further, the company's commitment towards the environment urges them to engage in energy conservation, and waste management and adhere to compliance and regulations because of their commitment towards the environment. Significant influence from the three drivers namely entrepreneurial leadership, operational performance and green practices in achieving continuous growth. Entrepreneurial leadership of the company elevated the company to be the best in the industry. The operational performance that the company demonstrated helped them to bring new customers to the business and ensure continues operations and profits. The company took the extra mile to deliver high-quality products to their customers which guaranteed customer retention. Further, the company focused on cost savings and improved delivery performance through the effective use of materials, technological capabilities and expertise. Further, by adopting green practices the company differentiated itself from its rivals. Their approach to waste management, energy conservation and compliances guaranteed continued business to the company. Finally, it can be con clouded that organisations achieve continuous growth through several factors. Among them, growth in revenue in terms of both rupee value as well as sales volume plays a key role. Dynamics of the entrepreneurial leadership drive continuous growth in companies. The dimensions that companies chose to compete in the market boost their operational performance and play a key role in achieving continuous growth. Green practices adopted by companies act as catalysts to achieve continuous growth.

The Success Story of V S Information Systems (Pvt) Ltd

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Abstract

Information Technology is an evolving industry in the world. Technology is developed and updated with innovation. V S Information Systems (Pvt) Ltd. (VSIS) is a start-up IT company, established in 2009 and a subsidiary of VS Group 2009. They have been in the IT industry for more than 11 years now. They are known as systems integrators and fall under the top five industry leaders in ICT solutions providers. They have done a number of implementations which are considered the first implementation in Sri Lanka. VSIS management currently consists of five directors who have more than 20 years of industry experience. The theme of this case study is transformational leadership towards continuous growth. Continuous growth has been narrated in multiple forms. It leads businesses to sustain in the market within the competition surviving in the market fluctuations. Research has revealed multiple factors for measuring continuous growth and financial performance are considered the most frequent factor used. Altogether, the author has reflected continuous growth through revenue growth, total assets, and number of employees. The author has done a significant literature review on organisational continuous growth and its factors. In relation to the research explored, transformational leadership, employee engagement, and service quality are identified as key drivers for the continuous growth of VSIS. In-depth exploration is conducted on identified key drivers and their supporting components. The literature review consists of more than a hundred ranked journal articles. The case framework of the study has been built by looking at three major concepts of success factors directed towards continuous growth. Exploring multiple research articles, the most prominent research articles are selected. Through these prominent research articles, key three drivers are further discussed. Each aspect of key drivers and outcome with its measurements are further analysed and summarised according to leading journal articles. The moderating factor, which is identified as market competition is discussed according to theoretical underpinning. The case framework is designed according to the key drivers, outcomes, and moderating factors related to VSIS. Primary data collection is conducted through in-depth interviews and focus group discussions. Secondary

data such as financial statistics, employee information, asset details, and awards are collected under approval. 10 in-depth interviews and 4 focus group discussions are held to gather insights into the company and its support towards its continuous growth. Location visits, internal documents, and image repositories are allowed to access to gather physical information. Throughout the 11 years of spanning history, VSIS has come an extensive way. Multiple leaders have emerged through their journey. VSIS has demonstrated continuous financial performance throughout these years and now has become a four-billion-rupee company. Starting from 20 employees, they have become around 250 employees. They have implemented several turnkey projects in Sri Lanka and have extended their arms to overseas projects as well. By building their technical skills and completing certifications VSIS has successfully confronted market competition. From in-depth interviews and focus group discussions, the positive impact of transformational leadership, employee engagement, and service quality towards the growth of VSIS is identified. Through financial statements and information from the HR department, the author has revealed a continuous growth of VSIS. The continuous growth of VSIS is proved through the theoretical underpinning of the defined framework. Financial growth, its components and affectivity are associated with the prominent literature. Transformational leadership has made a significant impact on the continuous growth of VSIS. It is aligned with the literature explored and followed. The influence which is made towards continuous growth through employee engagement is demonstrated by in-depth interviews and discussions. Each driver's contribution and their association and relevance with followed theoretical angles are discussed. VSIS was able to perform continuous growth for the last five years. The role of transformational leadership is explored in the continuous growth of VSIS. How it has influenced decision-making, strategic thinking, and convincing people are discussed briefly. Employee engagement and service quality are explored in the continuous growth of VSIS along with transformational leadership. The continuous growth of VSIS is demonstrated through achieving continuous revenue growth and employee growth. The author has discussed key learning points in the report for the benefit of people who have the intention of initiating a company and for the people who needs to be and act like VSIS leaders.

Entrepreneurial Leadership Leading to Continuous Growth of OAK RAY Holdings

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Abstract

Oak Ray Holdings was founded in the year 2002 by Mr. Sujeewa Palliyaguruge in Getambe Kandy. Mr. Palliyaguruge was not from a tourism background however, had the passion to start operating a business related to the tourism industry. Although the start was rough the experience and commitment brought him a long way. Oak Ray is now known for specialising in hotel management, restaurant management and the development of wood carvings specifically indigenous crafts and for also maintaining gem shops and silk shops. The company which started as a small restaurant now has expanded to 14 hotels, 05 restaurants, 03 Gem and jewellery shops, 02 silk shops and 01 Bakery. The purpose of this case study is to identify how the hotels and restaurant chain of the company managed to achieve continuous growth from the year 2012 to 2020. Other objectives of the case were to identify the role of entrepreneurial leadership and how other drivers such as employee engagement and expansion initiatives helped in the achievement of the mentioned outcome. Discussions were conducted with a few key management personnel prior to the study in order to understand the business and the key events that resulted in the outcome of the period. A comprehensive literature review was then conducted to recognise the outcome, key drivers as well as the moderator. The main outcome was then identified to be 'continuous growth', the key drivers were recognised to be 'Entrepreneurial leadership', 'Employee engagement' and 'Business expansion initiatives. The moderator was identified as 'unexpected events in the environment' which was appropriate given the circumstances faced by the industry as a whole. These were the dimensions considered to be appropriate for Oak Ray Holdings (hotels and restaurant chains). Primary data collection took place in the form of interviews. This was done using an approved interview guide which was prepared in order to obtain responses which were of relevance to the outcome and key drivers chosen. The interview process commenced in the third week of January. 10 in-depth interviews and four focused group discussions were conducted with employees representing different positions and different departments of the Company. Key statements made by respective interviewees during the process were xiv extracted

and used as evidence to support the existence of the outcome and the key drivers which were, continuous growth, entrepreneurial leadership, employee engagement and expansion initiatives respectively. Company websites, videos, and newspaper articles were also used as secondary data to support the case. During this period (2012-2020) the Company displayed many examples of continuous growth, entrepreneurial leadership, employee engagement as well as expansion initiatives. Continuous growth was demonstrated through the increase in revenue and the number of employees over a longer period. Entrepreneurial leadership was seen in the owner's risk-taking, opportunity seeking, visionary, networking also by displaying self-efficacy. Employee engagement was seen through the practical implementation of the LMX theory, by creating a suitable organisational environment, by the recruitment of talented and value-adding employees and by actions taken to ensure the employees' psychological needs are met. The business expansion was demonstrated through proper planning and the use of existing skills and resources to expand into related businesses. Key findings displayed that Oak Ray Holdings has achieved continuous growth during the period in consideration. It also displayed that entrepreneurial leadership played a vital role in the achievement of this outcome and hence was the main driver. Also, the main driver was supported by employee engagement and business expansion initiatives. It was evident that Oak Ray's hotels and restaurants operated in a challenging environment and still continue to be challenged with not just one but two unprecedented events that took place during the latter stages of the period in consideration. The Company continued its operations at different scales allowed even during these trying times, as such the moderator was identified as unexpected events in the environment. The case study demonstrated how Oak Ray Holdings achieved sustained growth. The importance of EL, EE and business expansion initiatives to achieve the main outcome were demonstrated in the case study. The author hopes the case study questions from which the report concludes will shed light on the theoretical and practical implications of the relationship between EL, EE and business expansion initiatives and would be useful to one that seeks such insights in relevance to the tourism industry as well.

Continuous Growth Through Entrepreneurial Leadership: The Success Story of SMS Holding

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Abstract

The usage of interlocking paving for landscaping was not that much popular from the time of twenty years back in the history of Sri Lanka due to the non-availability and the expense of standardised quality paving stones. With the presence of this type of industry background 20 years back, Mr. Shehan Senevirathna strived towards establishing an interlocking paving manufacturing and landscape solution-providing company so-called SMS Holding (Pvt) Ltd. Today SMS has reached its highest level of business performance with SLS, ISO, BS, LEED and other internationally and locally accepted standards for paving. In 2016 MD was awarded platinum at Sri Lankan Entrepreneur of the Year recording the company's higher most achievement in history so far. Being Sri Lanka's largest manufacturer, and supplier of cement-based interlocking paving blocks, SMS claims to cater for more than 60% of the market with a per day manufacturing capacity of more than 100,000 units. The success story of SMS aimed at demonstrating how they could achieve continuous growth during the period of 2010-2020 while exploring the other objectives of investigating how EL, MO and OE role played in achieving the final outcome. As per the preliminary exploration conducted by the author before beginning the report compilation, it was found that there are certain major events which had contributed to the success of the company for the underlining period of 2010-2020. Then the author referred to plenty of literature published on different sources so as to hypothetically derive the case framework elements relevant to the case such as the underlining outcome of CG, Key drivers of EL, MO, and OE along with the moderating outcome of policy changes and skilled labour shortage. The identified key drivers of entrepreneurial leadership, market orientation and operational excellence were the suitable most for arriving at the final outcome of continuous growth in line with the secondary and primary data gathered throughout the pilot study made by the author. Accordingly, when it comes to the primary data gathering, qualitative research techniques were adopted by the researcher in which ten in-depth interviews and four focus group interviews were carried out with key management personnel including MD and other officials of the company. The prior approved Interview guide

questions provided the required support for generating the intended answers from the respondents while the responses made by them were utilised later in the Chapter 4 case narration as direct quoting to support the evidence pertaining to the outcome of CG, EL, MO and OE. Besides the primary data gathered the secondary data sources like company internal documents, financial report articles published on the company, press releases, social media, etc. were equally supported in the overall case compilation. The case study narration was presented for the underlining period of 2010-2020 with a timeline referring to the literature built up in Chapter 2. The intended outcome of continuous growth was showcased by the attributes of revenue increment, production capacity increment and employee increment figures whereas extended customer base and increased product demand can also be used in replicating the same. EL is the key driver in achieving CG, the underlining attributes such as opportunity recognition and exploitation, innovation, risk-taking, visioning and encouraging team performance, and creativity were supporting to ensure the relevancy of the driver. Further, the attributes of MO including customer orientation, competitor orientation, market intelligence and inter-functional coordination were complementing the relevancy of the driver where lastly the third driver of OE along with encountering attributes of lean and agility, quality management and continuous improvement and operational efficiency were identified to prove the existence of driver in arriving at the final outcome. Moreover, the report further discussed the findings unveiled in line with the objectives determined at the very beginning of the study. Hence it was evident that SMS Holding proved to showcase continuous growth throughout the period of 2010-2020 along with the presented primary and secondary data sources. Moreover, it was clear through findings that the EL to be the predominant driver supported in meeting the final outcome while the other two drivers of MO and OE were together forming the complementary support in arriving at the final outcome. It was quite obvious that SMS was operating in an industry in which sudden policy changes and skilled labour shortages pretty much prevailed. Therefore, that was a moderating factor in meeting the CG. The success story of SMS Holding showcased how continuous growth was secured by the company for the considered time period of ten years. The story highlighted the significance of EL as the main driving factor in arriving at the final outcome while discussing the other two drivers' contributions such as MO and OE. The report added concluding remarks by availing further researches into the correlation that exists between the Entrepreneur's decisions and growth. The author of the report expects to provide a useful approach for those researchers who are keen on building theoretical or practical insight on exploring how could continuous growth and its relationship with EL, market orientation and operational excellence.

Sustained Performance Through Entrepreneurial Leadership Rajarata Hotels Ltd Case Study

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Abstract

Rajarata Hotels in Anuradhapura is one of the largest hotels in the city, with over a hundred rooms. The hotel was started in 1970 and incorporated in 1974. Significant changes occurred after new management took over the hotel in 2013, as a result of refurbishment. Mr. Kanchana Dissanayake (Managing Director) has spearheaded the project to refurbish the hotel. The MD began to revamp the business process and activities by utilising his industry knowledge and skills in seeking opportunities in 2013. Rajarata Hotels Ltd.'s story was one of resounding success, and the goal of this study was to show how the hotel was able to achieve sustained performance in its final few years of operation. Other objectives of this study included determining the role of Entrepreneurial Leadership (EL) in this case and creating value to differentiate themselves from competitors, as well as how people management strategies aided in the achievement of the outcome. Prior to the study, a preliminary investigation was carried out, which included interviews with key management personnel and the examination of secondary data. Key events that contributed to the organisation's success over the last five years have been identified as a result of this. Following that, an extensive review of academic literature was conducted in order to identify the underlying outcome, key drivers, and moderators. The Company's outcome was revealed to be 'sustained performance,' with the key contributing drivers being 'demonstrating entrepreneurial leadership,' 'creating value,' and 'executing people management strategies.' It was also discovered that 'macroeconomic factors in hospitality' acted as a moderator in achieving long-term performance. There were numerous dimensions that could have been used to demonstrate the existence of the outcome and key drivers. However, the dimensions that were most appropriate for Rajarata Hotels were ultimately chosen. The primary data for this study was gathered through qualitative research techniques such as in-depth interviews and focus group discussions. Ten in-depth interviews and six group discussions with Company employees at various levels began on December 15, 2020. In order to extract responses related to the outcome and key drivers, interviews were conducted using an approved interview guide. Respondents' key

statements were used as evidence to support the existence of strategies for sustained performance, entrepreneurial leadership, creating value, and people management. Secondary data, such as internal company documents, government reports, websites, and press releases, were used to supplement the primary data. The case study's narrative centred on Rajarata Hotel's last five years (2015-2019). During this time, the company demonstrated numerous examples of sustained performance, entrepreneurial leadership, value creation, and people management. Increased organisational volume, revenue factor, and employee attraction were all indicators of sustained performance. It was also evident in the increase in revenue and employee numbers. Taking financial risks, managing innovation, small business management, risk taking, and proactive initiatives all demonstrated the existence of entrepreneurial leadership. Industry competition, value to customers, differentiation, and value addition all demonstrated the existence of value creation. People management strategies were evident in the company through strategic movement and HR practices. The key findings showed that Rajarata Hotel had achieved sustained performance in its last few years of operations. The evidence also showed that entrepreneurial leadership played a significant role in achieving the outcome and was thus the primary driver. The findings also revealed that the main driver was significantly aided by sustainable business practices. The primary and secondary data also revealed that growth strategies had aided in the achievement of the goal. It was also clear that Rajarata Hotel operated in a fast-paced market in the hotel industry. Competitive pressures, government and economic influences, pandemic situations, and other external factors that have a direct impact on the hospitality industry reduce the level of organisational growth that the hotel achieves. The findings of this case study report were recommended to other hotels as well as lessons learned. This case study report demonstrated how Rajarata Hotel was able to achieve consistent performance over a five-year period. It demonstrated the significance of EL as the primary driver in achieving this result. It went on to investigate the role that value creation and people management strategies had played in achieving the goal. The report concluded with a request to conduct additional research into the relationship between EL and organisational maturity, as it was discovered to be an understudied area. The author hopes that this case study report will be of assistance to those seeking theoretical and/or practical insights into sustained performance and its relationship with EL, value creation, and people management strategies.





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