

ASBM Journal of Management

International Journal of Asian School of Business Management

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Vol. IX, Issue I, January - June, 2016

Articles

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An Exploratory Study

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Garima Malik

**Bindiya Kunal Soni
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**Priyanka Sharma
Kavita Kalyandurgmath**

**Vipul Chalotra
Taruna Dubey**

ASBM Journal of Management

International Journal of Asian School of Business Management
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Correspondence regarding publication of papers and other editorial matter may be made with the Editor, while correspondence regarding subscription and circulation may be made with the Circulation Manager at the following address:

ASBM Journal of Management,

Asian School of Business Management,

8 Sai Anandam Complex, Patia, Bhubaneswar - 751024, Odisha, India

Tel: 0674 - 2744884/ 2374801/ 802/ 803/ 804/ 805;

Fax: 0674-2374900

E-mail : Editor – editor.ajm@asbm.ac.in;

Circulation Manager – chieflibrarian@asbm.ac.in

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*Published by: Asian School of Business Management, Shiksha Vihar,
P.O. ASBM- Bholu, Chandaka, Bhubaneswar - 754 012, Odisha, India*

From the Desk of the Editor-in-Chief

Despite upheavals in the market, many organisations grow by leaps and bounds. They stabilise themselves and excel. They are ages old, but are still vibrant and effective – to name but a few, Tata, Godrej, Dabur, State Bank of India, Nestle, GE, Philips, Crompton Greaves etc. On the contrary, many organisations face unnatural death and perish. So the question arises why there is a difference. It is precisely because of the fact that culture of an organisation plays an important role in determining its success. This becomes clear when we analyse the failure of several mergers and acquisitions because of cultural mismatch.

The growth of the IT industry has led to a cultural change at the operational level with high focus on team performance rather than on individual performance. Hence, employee commitment towards an organisation has become the function of organisational climate and team effectiveness. Basu, in her paper “*Implication of Organisational Climate and Team Effectiveness on Employee Commitment – A Study on Indian Banks*”, has attempted to find out the impact of organisational climate and team cohesiveness on employee commitment in the Indian banking system. The study has presented several interesting findings including that team relationship is significantly higher in public sector banks, while functional autonomy is high in private banks.

Globalisation has led to tremendous industrial growth along with creation of many new organisations. Though opportunities have grown exponentially for talented professionals, there is in general a dearth of talent. In this context, retaining employees has become a critical function in each and every organisation. It has also been observed that there is a paradigm shift from long-term employment to short-term employment. In spite of this trend, there are several organisations, where employee commitment is quite high, and thereby the rate of attrition is pretty low. In Farida Begum's paper “*Role of Organisational Culture and Employee Commitment in Employee Retention*”, the focus is on automobile manufacturing and service sector. The author has advocated through her findings that organisational culture has high impact on employee retention.

International business is growing day by day pursuant to liberalisation and globalisation. Singh, in his paper “*India's Foreign Trade : An Exploratory Study*” has attempted to analyse the trend and composition of foreign trade in India since 2005. It has revealed that though both exports and imports show an increasing trend, comparatively imports outweigh exports. Therefore, there is a huge potential to explore and expand India's foreign trade.

Growing consumerism has given to the customers a pivotal role in business. Several innovations have been made to influence their purchasing behaviour. Advertisements play a very important role in influencing customer behaviour. It is observed that there is now-a-days a distinct use of sexual content in many

advertisements. In this context, Mallik has undertaken a study on “*Impact of Sexual Content in Advertising on Purchasing Behaviour of Customers : An Empirical Analysis*”. This study has attempted to judge the impact of sexual content in advertisements on various demographic segments with respect to the change in their purchase behaviour for the products associated with such advertisement. It has thrown interesting results, which will help organisations in strategising their advertising plan.

Franchising has become very popular in a globalised business environment. This growth has been observed both in manufacturing and service sectors. The study by Sony & Trivedi on franchising in India has explored the model of franchising with respect to selected sectors such as food and beverages, clothing, and education in the cities of Anand and Baroda in Gujarat.

The evolution of genetic engineering and its application has resulted in many new initiatives. It has been introduced in the area of food production in changing the DNA and creating hybrid food items, which are gaining popularity among the consumers. The study by Sharma and Kalyandurgmath is focussed on the determinants of buying intention for genetically modified food with reference to Mumbai. They observe that buying intention of GM food gets influenced by awareness and attitude of the customers.

In the era of co-opetition, information sharing and inter-firm relationship have become a normal way of doing business. The competitors work together and share resources to evolve methods and solutions for problems and also to optimise the business returns. Chalotra and Dubey have conducted an empirical study in the district of Udhampur in Jammu & Kashmir focusing on information sharing and inter-firm relationship. The results reveal that efficiency, profitability and competitive strength are the predictors of inter-firm relationship.

This issue consists of seven papers with high application orientation which will be quite informative and interesting for the readers.

Prof. Biswajeet Pattanayak

Editor-in-Chief

Implication of Organisational Climate and Team Effectiveness on Employee Commitment – A Study on Indian Banks

Rita Basu¹

Abstract

Any system to function effectively requires a mindset focused at commitment towards the Organisation, acceptance of change with ability to think and verify rationally, opening the limits of creative urges, mutual learning and helping, and creation of a climate for team development. An attempt has been made through this paper to find out the impact of Organisational climate and team cohesiveness on employee commitment in the Indian banking system. Officers of Indian banks – both from the Public and the private sectors – have been taken into consideration for this study. With the help of structured questionnaires survey was conducted on randomly selected sample from Public and private sector banks in India. The findings indicate that the Indian banking system can move forward towards new systems, where all the people happily, comfortably and spontaneously join the development process of their respective banks. The results also specify that though no significant variation exists between Public and private sector banks in respect of Organisational commitment and Organisational climate, the officers of the private banks perceive more compliance with the functions of their banks as they get more opportunity for participative decision making. Team relationship is found to be significantly higher in the Public sector banks, while the private bank officers get more opportunity in functional autonomy and enjoy more decision making power. This helps them to get habituated with individualistic work process rather than team work, and facilitates institutional attachment and commitment for specific results.

Keywords

Organisational Commitment, Organisational Climate, Team Effectiveness, Public and Private Sector Banks.

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Role of Organisational Culture and Employee Commitment in Employee Retention

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Abstract

Employee retention is one of the challenges faced by Indian organisations. Employees are the most valuable assets of an organisation. It is they who add value to an organisation in terms of quality and quantity. There is a great demand for the skilled professionals within India and abroad. Employee retention means various policies and practices which let the employees stick to an organisation for a long period of time. In order to achieve competitive advantage, maximum utilization of resources and to get organisational efficiency, employees must be retained in a true spirit in order to cope with all these conditions. This paper focuses on automobile manufacturing and service sector, and highlights factors like Employee Commitment and Organisational Culture that measure how to retain an employee in an organisation. The model will be validated which will be beneficial to organisations in the automobile and service sector to focus on key aspects that aid in Employee Retention. Organisational Commitment comprises of three dimensions, namely: Affective, Continuance and Normative Commitments, which were derived from Allen and Mayer's model. The perceptions of Organisation Culture are also the factors measured to know the existing levels of retaining an employee in an organisation. The findings reveal that Organisational Culture has high impact on Employee Retention than Continuance Commitment and Normative Commitment. This implies that the employees of the organisation have more positive perception regarding organisational culture. However, Affective Commitment doesn't impact Employee Retention to a significant extent. This indicates that most of the employees remain in the organisation due to the benefits they get in being on the job (Continuance Commitment) and due to the obligation values they have in

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India's Foreign Trade: An Exploratory Study

Vivek Rajbahadur Singh¹

Abstract

Foreign trade makes a significant contribution to the economic growth of a country. The policy regime in India with regard to liberalization of the external sector has brought tremendous changes in India's foreign trade. The total value of India's merchandise and services exports reached about US \$ 470 billion in 2013-14. Share of India in global exports is 1.7% in merchandise and 3.2 % in services. The present study attempts to analyse the trend and composition of foreign trade since 2005. It reveals that though both exports and imports have increased, the growth rate of imports is more than that of exports. It is also observed that manufactured goods compose the major portion of the export goods, while petroleum and crude oil contribute major portion of the imported goods. There is huge untapped potential for Indian foreign trade in years to come.

Keywords

Export, Import, Economic Growth, Trade Balance, Total Trade

Introduction

Several economists have argued against “Free trade” or “Foreign Trade” on the ground that it benefits exporting countries and impoverishes importing countries, whether or not these regions or “Nations” or “Countries” benefit indirectly. After independence many changes have taken place in almost all the sectors of the Indian economy, especially after liberalization of the economy. During the period 1947 to 1991, the Government of India was following a mixed economy combining the features of capitalism and socialism. This resulted in government interventions, i.e. encouraging exports and controlling or substituting imports. Thereafter in the nineties, India adopted liberal and free

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Impact of Sexual Content in Advertising on Purchasing Behaviour of Customers: An Empirical Analysis

Garima Malik ¹

Abstract

Advertising has always been in the evolving mode using various technologies, themes and channels, but the message communication strategy has not changed much. Even today every message is carefully crafted to fit into limited conventional themes like humor, love, rationality, sensuality etc. Among all sensuality is considered to be the most powerful way of message communication due to its impact on the viewers and their environment. Sexuality in the advertisement is the favorite option for many marketers due to its time of sustenance in the mind of a viewer and higher recall value associated with it. This paper intends to study the impact of sexual content in advertisements on various demographic segments with respect to their change in the purchase behavior of that product associated with the advertisement. Through visual aids and various statistical methods like cluster analysis, ANOVA and descriptive statistics, an attempt has been made in this study to measure their affinity and acceptance towards the usage of sexual content in the advertisement. Significant variation was discovered in the perception of various respondent groups, where some are highly for the usage of the content and some are strictly against the usage and this varied significantly as per their demographic variables. Analysis of the variations has resulted in various recommendations for the marketers through which they can guide their organizations in creating appropriate content for the right target groups associated with their products or services.

Keywords

Customers perception, sexual content, advertising appeal, sexual marketing

Introduction

In today's society, advertising has a profound impact on how people understand life, the world and themselves,

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Franchising in India: A Study of the Relationship Between the Franchisor and the Franchisee

Bindiya Kunal Soni ¹
Jigna Trivedi ²

Abstract

Franchising can be described as a contractually based business arrangement between the franchisor, who develops a product or service, and the franchisee, who buys the right to use the franchisor's trade name and sell that product or service. In this arrangement, the franchisee is supported by the enduring commercial and technical assistance from the franchisor. India stands an attractive destination globally for franchising fraternity because of consumption led growth. The present study seeks to explore the business model of franchising with respect to selected sectors such as food & beverage, clothing and education sectors in the city of Anand and Baroda. Collaboration between franchisor and franchisees is critical to the success of franchising businesses. There are several avenues for collaboration between franchisors and franchisees such as project set up, marketing, employee training, operational management, revenue management, cost management and risk management. The basic objective of the study is to explore the relationship, in terms of support provided and the conflict areas, between the franchisor and franchisee. For this, the perspective of the franchisees in the selected sectors is empirically evaluated. In the process, the study also differentiates among the satisfaction level of the franchisees in these sectors.

Keywords

Franchising, Relationship, Franchisee, Franchisor, Conflict Resolution

Introduction

“Franchise” is an old term, which originated from the French word “privilege” or “freedom”. In earlier days, the local lords granted rights for hunting, holding public fairs, agricultural activity etc. There are various kinds of franchising like ‘product franchising’ (the rights to sell the

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Determinants of Buying Intention for Genetically Modified Food

Priyanka Sharma¹
Kavita Kalyandurgmath²

Abstract

The purpose of this research is to study the buying behaviour of genetically modified (GM) food by consumers in Mumbai. The relationship between subjective norms, attitude towards buying behaviour of GM foods, ethics and intention to buy GM foods were studied with a sample of 512 Mumbai respondents by structural equation modelling. Buying intention of GM foods is affected indirectly through attitude formation and awareness level of the respondents. The result showed that the model predicts intention to buy GM food. This study is limited to GM foods, and therefore, the results cannot be expected to explain consumer behaviour for all GM products.

Keywords

Genetically modified foods, Structural Equation Modelling, Latent variables, Buying intention, Consumer beliefs

Introduction

Genetically modified (GM) food is one in which the DNA has been modified or altered with the help of modern biotechnology or 'genetic engineering', and that does occur naturally by mating and/or natural recombination. This technology allows specific individual genes to be transferred from one organism to another, between related as well as non-related species.

Over the years evolution has given rise to diverse life forms with wide-ranging traits and characteristics. Nonetheless, producing preferred agricultural products by natural evolution or selective breeding can be quite slow. Due to the advent of genetic engineering, it has become possible to outwit evolution by initiating genetic modifications into plants and animals in the lab. The resultant products are known as genetically modified organisms (GMOs). These are beneficial for the food supply because they contribute

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Information Sharing and Inter-Firm Relationship : An Empirical Study

Vipul Chalotra¹
Taruna Dubey²

Abstract

Inter firm relationships can be enhanced and strengthened by effectual upstream and downstream information sharing, which improves operational efficiency by reducing logistics costs, augmenting financial structure and functioning, also by leading to overall competitive strength. The paper establishes a framework for strengthening inter firm relationships with the assistance of information sharing. The study was conducted in district Udhampur of J & K State, and the results reveal efficiency, profitability and competitive strength as the predictors of inter firm relationships with the help of information sharing, positive association and relationship between information sharing and inter firm relationships. The study emphasizes on bringing attitudinal changes among partners through education and collaborative activities with the support of the government.

Keywords

Inter firm, Supply Chain (SC), Wholesalers, Relationship, Supply Chain Management (SCM)

Introduction

The modern business era encompasses information hub. Incessant flow of information is required for smooth running of business. Increasing level of information sharing & communication in inter firm relationships and supply chain management (SCM) network provides rapid access to the required information, more sensitivity towards the needs of the customers and improves operational efficiency

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