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*Strategic Alliance Between*

AGBA (USA), Millikin University (USA),  
Indian Institute of Management Rohtak (India), and  
KIMEP University (Kazakhstan)

*Presents*

**AGBA'S 2023  
BOOK OF ABSTRACTS**



# **AGBA's 2023 Book of Abstracts**

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AGBA, as a global organization, aims to help academics and scholars at business schools across emerging countries to connect with the western (developed) world for mutual benefit. Such collaboration would accelerate the process of globalization by furnishing ample opportunities to scholars in emerging countries to get recognition, disseminate new knowledge and assert themselves on the global stage.

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- Offer customized training and professional development programs globally;
- Act as a platform for the advancement of “Global Entrepreneurship”; and
- Act as a platform for the publications of scholarship in globally respected and world-class journals.

*Sheikh Zayed Grand Mosque, Abu Dhabi*



## PREFACE

This “AGBA’s 2023 Book of Abstracts” contains abstracts of all papers that have been accepted after anonymous reviews and after their subsequent revisions by author(s) for presentation at the 19<sup>th</sup> Annual World Congress of the Academy for Global Business Advancement (AGBA) to be held at the Le-Meridien Hotel (Dubai Airport, United Arab Emirates) on May 20 --- 22, 2023.

“AGBA’s Global Board of Trustees” would like to express its sincere appreciation and gratitude to Prof. Dr. Dheeraj P. Sharma, Director, Indian Institute of Management Rohtak (India) and Dr. Shivendra K. Pandey, Dean (Research and Executive Education), Indian Institute of Management Rohtak (India) for their dynamic leadership, appreciable patronage and admirable support in organizing this fabulous global conference.

We place on record our sincere appreciation and gratitude to all conference delegates and authors for their admirable patronage, participation and support facilitating the successful organization of this conference.

We look forward to having all of you next year at AGBA’s 20<sup>th</sup> Annual World Congress to be held in Bangkok, Thailand on July 2 --- 4, 2024.

Thank you very much.

Sincerely,

Norman S. Wright  
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### *Masdar City*



# **What Kinds of Organizational Career Systems Do Millennials Expect: A Comparative Study of Canada and Germany**

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## **Abstract**

This study identifies Millennials' expectations of organizational career systems (OCS), investigates cross-national differences, and examines the impact of personal value orientations (PVO) on these expectations. This study is based on a survey of N=284 Canadian and German business students. Data was analyzed by a Friedman-test, a Mann-Whitney-U-test and Regression Analyses using the resampling method of bootstrapping. Our study's results indicate that Millennials expect their team contributions to be recognized for promotion and formal policies to guide a systematic, transparent and fair promotion process. Less importance is attached to prioritizing internal staffing and to considering tenure as a promotion criterion. Findings differ gradually between Canadian and German participants. Evidence was found for relationships between PVO and expectations of OCS. Practical implications refer to the design of OCS so as to ensure that organizations are attractive to Millennials.

**Keywords:** Millennials, Generation Y, Talents, Organizational Career Systems, Personal Value Orientations, Cross-National Comparison, Empirical Study, Germany, Canada



# **E-commerce Capability and CEO Attributes: Impacts on Export Performance: A South Korean Perspective**

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## **Abstract**

This study examines how a firm's e-commerce capabilities and CEO characteristics affect firms' export performance. Using the measure 'E-commerce capability' obtained by text-mining from 10-K filings, we find that the firm's e-commerce capabilities positively affect domestic sales performance. However, it affects export performance negatively, and those negative effects are stronger for female CEOs

and mitigated by overconfident CEOs and older CEOs. Our study's results indicate that the impact of a firm's e-commerce capabilities on a firm's export performance varies depending on the CEO's characteristics which are closely related to the CEO's risk preferences. Overall, this study contributes to the literature on the resource-based view of the firm (RBV) and the upper echelon theory (UET).

**Keywords:** CEO characteristics, e-commerce, export performance, RBV, text-mining, UET, South Korea.

# **Manufacturing and Costing Perovskite Solar Cells for a Brighter Future: A Management Accounting Perspective**

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## **Abstract**

The demand for fossil fuels is unsustainable across the world. Hence, alternative energy sources are being researched globally. One of these alternatives is solar technology, of which perovskite solar cells are the third generation. This study presents a detailed process of the manufacturing of the Perovskite layer in a solar cell and postulates which management accounting practice might be suitable for costing the production of such a layer. MFCA is suggested as the most relevant for the specific layer since it identifies the monetary and physical flows of materials. Furthermore, this research recommends that MFCA be applied in mining the ore, manufacturing the chemicals and the solar cell to ensure affordability. Future research will need an in-depth research process for each level and costing each relevant raw material, energy flow and emissions from solar cell manufacturing.

**Keywords:** Manufacturing, Costing Perovskite Solar Cells, Management Accounting, South Africa.

# Using Social Media to Enhance Customer Service Delivery by the Gauteng Ekurhuleni Municipality in South Africa

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## Abstract

The use of social media platforms, for example, Facebook, has become a popular online medium. Besides its use for personal reasons, companies often use it for customer communication and advertising. Amongst others, South African municipalities are at the forefront of facilitating service delivery. They ought to devise effective mechanisms to enhance communication with all stakeholders meaningfully. Having conducted a literature review on social media, the researchers surveyed the Ekurhuleni municipality's staff in the Gauteng province of South Africa in order to determine how social media could improve service delivery for its residents. Customer service staff and technical personnel were surveyed. Six themes were identified around aspects of the purpose of social media, tools used, challenges, benefits, and implementation strategies. Future work will conduct surveys among the municipality residents and investigate using 4IR technologies to improve customer service delivery.

**Keywords:** Adoption, Customer service delivery, Ekurhuleni municipality, Management, Social Media, Strategy, South Africa.

# **The Effect of Cause-Related Sport Sponsorships on Firm Value**

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## **Abstract**

Companies invest heavily in sponsoring sporting activities. However, the effectiveness of such investments remains unclear. This study explores how sports sponsorship announcements impact firm value, as well as whether cause-related sponsorships generate more firm value than commercial ones. This study employed event study methodology and examined 231 sports sponsorship announcements. The findings show a positive stock market response to sports sponsorship announcements. Furthermore, cause-related sports sponsorships generate more positive stock returns than commercial sponsorships, emphasizing the importance of cause marketing. Finally, the availability of slack resources decreases the positive returns of cause sponsorships, highlighting an agency issue, while sponsor marketing capabilities enhance the positive returns of cause sponsorships.

**Keywords:** Sport sponsorships, cause sponsorships, social sponsorship, social responsibility, event study, Saudi Arabia.

# **The Influence of Diagnostic and Accessible Informational Cues on Consumers' Decision Making**

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## **Abstract**

Social media has had a growing role in our daily lives; the large user base of YouTube, Facebook, and Twitter is only an indicator of the impact this new medium has on contemporary consumers' lifestyles, personalities and mindsets. What makes social media different from traditional media is its reliance on the interactions between people. One would naturally ask the question of whether users' feedback from such cues impacts the takeoff of online contents. To answer this question and others, we use YouTube because it provides an environment where users are presented with different information about the contents viewed. These types of information are called interactive cues; they allow users to observe the behavior of other individuals and to infer product/content quality (Olson and Jacoby, 1972). Cues act as stimuli that can influence users' opinions and beliefs. According to the cue utilization theory, for any product, consumers use an array of cues such as the product's name, price, and color to make a judgment about the quality of the product (Olson and Jacoby, 1972). Cues are either extrinsic or intrinsic. Extrinsic cues are those that are not related to product performance; thus, they can be manipulated without changing the original product (e.g. title, comments, rating). In contrast, intrinsic cues are product related and manipulating them necessitates changing the original product (e.g. content length, sound quality, actors). Cues are also interesting as they lend users to make judgments about the quality of the content viewed. Perceived quality is an overall judgment about a product's overall excellence or superiority (Parasuraman, Zeithaml, and Berry 1985). It should be noted that perceived quality is distinct from objective quality. The former is highly subjective and depends on the consumption setting, while the latter is measurable and can be verified according to predetermined standards (Zeithaml, 1988), as judged from intrinsic cues. Similar to traditional mass media consumers, social media is not exposed to complete product information (e.g. intrinsic cues) that can help them make a judgment about the product (Chen and Dubinsky, 2003). Therefore, extrinsic cues are expected to have a strong influence on perceived quality in such situations (Richardson et al., 1994; Teas & Agarwal, 2000). However, the nature of online interactions is significantly different from



that in traditional media settings. On one hand, the efforts needed to share something online to all your contacts is not much significant than sharing it with one person. Thus, the probability that a user will use such cues depends on their accessibility and diagnosticity. The Accessibility-Diagnosticity model (A-D) posits that the probability that any piece of information to be used as an input for an opinion or belief depends on the information's accessibility and diagnosticity (Feldman and Lynch 1988). Accessibility is the retrieval of an input in memory; for example, the more vivid information is, the more accessible it becomes. Diagnosticity is the degree to which the provided information by other users (through cues) alone is relevant in task resolution; i.e. the importance and relevance of the information. Based on this model, popularity and ratings are less diagnostic than comments because the latter provide users with more diagnostic information. This study investigates whether online feedback has an influence on low involvement products (online content viewing) takeoff. Specifically, we want to 1) investigate the role that interactive cues play in consumer's buying decision, 2) whether a decision to buy a product will be affected if no cues are presented, and 3) test whether a consumer with experience may change his/her decision based on other users' ratings.

**Keywords:** Diagnostic, Informational Cues, Consumers' Decision Making, Kuwait.

# **Exploring Critical Internal Enablers to SMEs Export Performance: Evidence from Qatar**

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## **Abstract**

This study provides a contextualized and nuanced understanding of what constitutes internal enablers for small and medium-sized enterprises (SMEs) to support their export activities in international markets. This study employs a qualitative approach for collecting, analyzing, and interpreting data, which were collected through in-depth interviews of 20 managers from 11 manufacturing sectors in the state of Qatar. The thematic analysis of our data unpacks five key internal enablers needed for better export performance. These are hiring employees with networking skills, effective supply chain management, product diversification, digitalization, and market intelligence capabilities. We unpacked a unique set of critical enablers that could be cultivated as the internal impetus for augmenting export performance of SMEs in a less researched emerging market, Qatar.

**Keywords:** SMEs, Exports, Internationalization, Emerging markets, Qatar; Arab countries.

# **A Proposed Theoretical Model for Entrepreneurial Leadership and SMEs Sustainable Performance**

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## **Abstract**

Sustainable performance has emerged as an imperative responsibility for enterprises to survive in the contemporary society. Investigating the determinants of Small and Medium-sized Enterprises' (SMEs) sustainable performance perspectives is paramount. Although, entrepreneurial leadership has emerged as a distinctive style of leadership for the performance of SMEs. However, scholarly studies have examined all three social, environmental, and financial pillars of sustainable performance with entrepreneurial leadership in a single research framework within the SME context. Drawing on the Resource-Based View and Upper Echelon Theory, this study proposes a theoretical framework that hypothesizes the impact of entrepreneurial leadership on the

sustainability performance of SMEs. Our study extends the knowledge by shedding light on entrepreneurial leadership as a determinant of SMEs' sustainable performance. This study enables SMEs to take proper actions in response to sustainability development. Besides, the framework assists managers and policymakers in setting effective plans by offering more attention to entrepreneurial leadership as the most significant determinant.

***Keywords:*** Entrepreneurial leadership, Sustainable performance, SMEs, Sudan, Bahrain and Saudi Arabia.

# **Does Artificial Intelligence Moderate the Association of Frugal Innovation and SME Internationalization?**

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## **Abstract**

Artificial Intelligence (AI) adoption could make small and medium-sized enterprises (SMEs) capable of creating, delivering, and capturing customer value and going global. This study examines how AI adoption could affect frugal innovation, knowledge acquisition, and internationalization associations using augmentation logic founded in the theory of evolutionary computation to address research gaps in integrated research fields. Survey-based data was collected via online mode from Family-owned SMEs and analyzed using SMART-PLS. The research findings are unique to Family SME's context and future research recommendations.

**Keywords:** Artificial Intelligence Adoption, Socio-Emotional Wealth, Scope, Internationalization, Frugal Innovation, Germany, Oman.



# **Impact of Cultural Perception of Corruption on Kazakhstan's Business Landscape: Nazarbayev and Older Generations**

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## **Abstract**

Since the dawn of 1990s the corruption issue started to be raised across Kazakhstan on various discussion platforms such as politics, academia, business, and the public. However, several decades of efforts have resulted in a lack of significant progress in the ways of tackling corruption practices, especially among Post-Soviet countries. Considering the specificity of the discourse, scholars are pointing out various challenges of corruption studies. This study proposes an alternative approach expressed in terms of emphasis on the changes brought by three decades of corruption-tackling efforts. By examining the generational differences in corruption perceptions, this study demonstrates the importance of considering the inter-generational perspectives in understanding and addressing corruption in order to mitigate its negative effects on Kazakhstan's business landscape. This study finds that the perceptions of corruption among different generations are shaped by their unique historical, cultural, and socio-economic contexts, highlighting the need for an inclusive and multi-disciplinary approach to corruption studies.

**Keywords:** corruption, Post-Soviet countries, generational differences, business landscape, Kazakhstan.

**The Trade-Off Decision of Disclosing Personal Information for  
Continued Use of Mobile Tourism (m-tourism):  
An Integration View Of Social Cognitive and  
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### **Abstract**

This study investigates the influence of disclosing personal information on continuance intention in mobile application - based tourism. Supported by the Calculus Theory and the Social Cognitive Theory, this study proposes a research model and verifies the hypotheses using Structural Equation Modelling. Data was gathered from online interviews of 500 m-tourism consumers across Vietnam. Findings of our study reveal that (1) tourists were influenced by a trade-off decision between perceived benefits and perceived risks in forming their intentions to continue using m-tourism, and (2) technology adaptation is a factor that positively affects tourist's intentions to continue to use m-tourism services (3) trust plays the mediating role in the relationship between self-efficacy and continuance intention toward m-tourism, and (4) prior experience was confirmed as a moderator of the link of technological adaptation and continuance intention. Both theoretical and managerial implications are provided to broaden the current understanding of user trade-off that business managers should focus on imperative factors to retain m-tourists.

**Keywords:** perceived risks, perceived benefits, technological adaptation, trust, self-efficacy, continuance intention, m-tourism, Vietnam.

# **Time-Frequency Connectedness across Green Sukuk, Sukuk, Islamic Equity, and Green Islamic Equity Markets and Their Determinants: Implications for Portfolio Management**

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## **Abstract**

Investors seek safe haven assets for portfolio diversification and risk management because climate change and environmental markets have recently become the concern of many governments, companies, households, politicians and academics. This study examines the dynamic connectedness between sukuk (Islamic bonds), green sukuk, Islamic equities, and Islamic green equity markets by comparing short-term and long-term spillover. It does so by examining the effects of uncertainty factors on dynamic connectedness at different spillover horizons. In the short run, green Islamic equities, green sukuk and sukuk are net transmitters, and Islamic equities are net receivers. However, in the medium and long term, the behavior of these markets is vice versa. We then find the determinants of connectivity levels using macroeconomic conditions. We find that some of the determinants that cause return spillover in the short-term and medium-term are quite different from those that cause return spillover in the long term. The results of portfolio analysis show that green sukuk are effective in hedging the risks of Islamic equities, green Islamic equities and sukuk. The performance characteristics of these potential diversification and risk mitigation benefits have been robust and enduring during the Covid-19 pandemic and the Russia-Ukraine War. Finally, our findings are of great importance to investors interested in ethical investing and for policymakers to maintain a healthy and resilient financial system.

**Keywords:** Green Sukuk Sukuk, Hedging strategies, Time-Frequency Spillover, Green Islamic Equities and Equity Market, Saudi Arabia.

# **Psychology and Need Perspectives Facilitate Consumer Panic Buying Behavior during Health-Pandemic Across Vietnam**

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## Abstract

This study investigates the key factors of psychology and need perspectives which affect consumers' panic buying behavior through social networking and media sharing sites following the outbreak of COVID-19 epidemic. Five factors explicitly (i) Perceived behavioral control, (ii) Scarcity, (iii) Perceived social detection, (iv) Perceived severity and (v) Information overload was examined to highlight the association with the mental evaluations amongst consumers in contemporary Vietnam. This cross-sectional study collected data through an online survey of 270 respondents living in three different geographical regions of Vietnam. The results were analyzed by Structural Equation Modelling (SEM), which demonstrated that Perceived behavioral control and Information overload have positive relationships with the mediator of Perceived arousal. Consequently, consumer arousal facilitates consumer panic buying behavior. Interestingly, Scarcity, Perceived social detection and Severity after the third wave of COVID-19 epidemic had insignificant associations with perceived arousal evaluations. Our study's findings are predictable to contribute to the treasured awareness about the crisis concerns and its impacts on buying behavior towards panic sentiments and anxiety. Our study's results support the basis of literature for future research to enlarge the diversity of relationships and types of respondents regarding global crises and pandemic concerns.

**Keywords:** Panic Buying Behavior, Perceived Behavioral Control, Scarcity, Perceived Social Detection, Perceived Severity, Information Overload and Pandemic, Vietnam.



# **Analyzing the Competitiveness of Indian Technological Startups**

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## **Abstract**

Technology based startups have been acknowledged to be the main force behind innovation and employment creation, which in turn fuels economic growth. Technological start-ups functioning in different domains have a responsibility of ensuring that domestic knowledge and capabilities are leveraged in order to minimize dependence on foreign organizations. With the growing importance of startups in building a sustainable economy, Indian Government is also demonstrating growing interest in promoting startups ecosystem with various initiatives and policies. As endless technological start-ups emerge, only a small percentage of them are competent in surviving and very few of those that survived scale up. Despite the growth of ecosystem, they have low survival rates, many startups are exposed to the stress of failure. Hence about 90% of startups fail in a short time, and they are unable to ensure the viability and continuance of their idea. In the twenty-first century, the survival and success of startups are becoming increasingly important because of their poor competitiveness. This research study proposes the question – “What are the factors that influence the competitiveness of technological startups?” To answer this question this study examines the impact of Entrepreneurial Intensity, Market Orientation and Organizational Agility on the competitiveness of technological startups. The outcome of this study will assist startup founders and policymakers in revising their strategies to increase the competitiveness of technology-based startups across India.

***Keywords:*** Innovation; Start-ups; Technology-based startups; Competitiveness; Survival; Entrepreneurial Intensity; Market Orientation; Organizational Agility, India.

## **Tools and Methods to Advance Social Innovation**

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### **Abstract**

In recent times, social innovation has emerged as a key concept in addressing social challenges and promoting sustainable development. It involves the creation and implementation of new ideas, products, services, and business models that aim to improve social well-being and create positive social impact. Design thinking and open innovation are two key approaches that are closely related and overlapping with social innovation. Design thinking involves a human-centered and iterative approach to problem-solving, while open innovation emphasizes collaboration and knowledge sharing across diverse stakeholders. Both approaches provide valuable tools and methods that can enhance social innovation by promoting creativity, empathy, and multiple stakeholder engagement and co-creation. This study explores the relationship and overlap between social innovation, design thinking, and open innovation, and examines how they can be integrated and applied in different contexts to address complex social challenges across India. It also highlights some of the key challenges and opportunities for future research and practice in this area.

**Keywords:** Social innovation, open innovation, design thinking, social impact, sustainability, India.

# **The Effects of Entrepreneurial Self-Efficacy (ESE) on Decision-Making Logic Among Nascent Entrepreneurs in Thailand**

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## **Abstract**

This study examines entrepreneurial decision-making logic among nascent entrepreneurs in Thailand. This study is based on an online randomized control experiment. We used undergraduate business school students as sample of nascent entrepreneurs. Participants were randomly assigned into three different conditions: (i) High ESE, (ii) low ESE, and (iii) control condition. A business scenario with 8 strategic questions relevant to ESE and deceptive feedback were used to manipulate levels of ESE. They were then asked to rate their ESE. Participants were also asked to read another cover story and answer questions on entrepreneurial decision-making logic. Participants were debriefed at the end. ANOVA and Regression Analysis were used to test the hypotheses. The manipulation check was successfully done. Interestingly, contrast to experienced entrepreneurs in many previous studies, show that nascent entrepreneurs in Thailand rely more on causal logic of entrepreneurial decision-making. In other words, ESE is not found significantly related with decision-making logic among nascent entrepreneurs in Thailand.

**Keywords:** Entrepreneurial self-efficacy; decision-making logic; nascent entrepreneurs, Thailand.

**Corporate Social Responsibility (CSR) and**

# **Firms' Profitability: Evidence from S&P 500**

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This study focuses on the relationship between firms' profitability and corporate social responsibility (CSR) of firms listed on the S&P 500 Index during the period of 2020-2021. We use ESG parameter as a measurement of socially responsible activities. The study attempts to find relationship between CSR and firms' profitability by using macroeconomic and firm specific variables. The research is mainly focused on long term perspective and adds value to the existing research by focusing on companies from S&P index. This classical study of a CSR and firms' profitability contains three regressions, where ROA, ROE and Net Income are employed. All three variables serve as basic measures of a firm's profitability.

**Keywords:** Corporate social responsibility, ESG, Profitability, Firms, S&P 500 Index.

**Stereotyping about Employment in  
the Qatari Public and Private Sectors:  
Implications for Workforce Nationalization Policy**

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### **Abstract**

The influx of expatriates to the Gulf Cooperation Council (GCC) countries has led to labor imbalance inducing these countries to initiate workforce nationalization policies. Despite the policies' emphasis on increasing the presence of nationals in all sectors, the employment of nationals in the private sector is still a critical challenge for policymakers. This paper explores local job seekers' and employees' perceptions of employment choices in the private and public sectors. Adopting a qualitative approach, data were collected through in-depth interviews with 28 local job seekers, either not currently employed or employed but seeking another job. Utilizing the Thematic Content Analysis, this study unpacks nationals' sentiments towards employment in the private and public sectors. Understanding nationals' negative preconceived notions against working in the private sector and the perceived benefits of public sector employment, this study lays the groundwork for developing measures to help policymakers create labor market-oriented policies that could stimulate mobility between the public and private sectors.

**Keywords:** Workforce nationalization; attitude towards employment choices; qualitative research, GCC countries; Qatar.

## **Adoption of Big Data Analytics: A Jordanian Perspective**

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## Abstract

In the information technology (IT) innovation literature, the technology-organization-environment framework (TOE) has been extensively adopted and supported (Pang and Jang, 2008; Li, D., Lai, 2010; Gangwar et al., 2013; Zhu et al., 2004). It was developed by Tornatzky and Fleischer (1990) to explore the factors influencing the adoption of various IT innovations at the firm level. It involves technological, organizational, and environmental aspects. TOE is a comprehensive framework (Gangwar et al., 2013; Oliveira and Martins, 2010), and is free from industry and firm-size constraints (Wen and Chen, 2010, Li and Lai, 2010). Its flexible framework can be used in different contexts and permits researchers to design and select appropriate factors according to their research objectives and context (Grant and Yeo, 2018). In the big data analytics (BDA) research subject area which it's our concern, the TOE has been used and is empirically supported by several studies (Maroufkhani 2020; Garmaki; 2016; Sun et al., 2016; Salleh and Janczewski; 2016; Malaka and Brown, 2015; Agrawal, 2015). However, the TOE model studies in the IT innovation adoption in the SMEs context still few and more studies are needed (Rad et al., 2018). Hence, the conceptual model for this study has been formulated by analyzing the main technological, organizational, and environmental factors that influence the adoption of BDA by SMEs to provide a holistic view to understand the adoption of BDA. The main factors will be selected based on the literature review and initial interviews with some owners and BDA specialists of Jordanian SMEs. While the technological, organizational, and environmental factors and individual actors are the independent variables, the dependent variable is the intention toward BDA adoption, which refers to the degree to which SMEs are using BDA in their operations and decisions making process or planning to adopt and use big data technology.

**Keywords:** Big Data, Analytics, SMEs, Adoption, TOE, Jordan.

**Visitor Satisfaction as a Mediator Between  
Perceived Quality and Behavioral Intention:  
A Vietnamese Perspective**

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## **Abstract**

Supported by the Theory of Planned Behavior (TPB), this study investigates (i) the relationship between visitor satisfaction, perceived quality, and visitor behavioral intention, as well as (ii) the moderating effects of gender on these relationships. This study administered a questionnaire-based survey to collect the cross-sectional data from Vietnamese domestic tourists. Our study's findings revealed that in addition to influencing visitor satisfaction, perceived quality could also directly and indirectly influence visitor behavioral intentions via the mediating variable (visitor satisfaction). No difference was found in gender impact on the examined relationships. It implies that male and female visitors are similarly knowledgeable and assume comparable risks when making travel selections. The findings of this study hold important implications for destination marketers and scholars in an attempt to develop domestic tourism across Vietnam.

**Keywords:** Theory of Planned Behavior; perceived quality; visitor satisfaction; visitor behavioral intention; and multi-group analysis, Vietnam.

# **The Effect of Operational Efficiency, Managerial Effectiveness and Information Security on the Implementation of Human Resource Information System (HRIS) Across Saudi Arabia**

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## **Abstract**

In the globalized economy, a firm's responsiveness with operational efficiency and managerial effectiveness depends on a number of factors including the human resource adaptability and information availability. To achieve such a strategic advantage, firms implement various information systems propelled toward this goal. This study analyses the effects of operational efficiency, managerial effectiveness and information security on the successful implementation of Human Resource Information System (HRIS) in Small and Medium Enterprises (SMEs) in the growing Saudi market. The results of the quantitative survey data analysis reveal the importance of information security for the Saudi firms. These results are confirmed by the Structural Equation Modelling for Saudi Arabia as a potential economic powerhouse.

**Keywords:** operational efficiency, managerial effectiveness, information security, successful implementation, HRIS, Saudi Arabia, SMEs, SEM, Saudi Arabia.

# **Corporate Image, Competitive Advantage, and Organizational Sustainable Performance through Green Practices: An Omani Perspective**

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## **Abstract**

As the desire for a more sustainable society grows, implementing a sustainable business strategy could provide a competitive edge. The purpose of this research is to determine how green practices affect a company's image, competitive advantage, and long-term organizational performance, as well as to advance a mediation moderation strategy. Data was collected from corporate organizations and the researchers employed a structured questionnaire to collect the data. Partial least square–structural equation modeling was used to analyze all postulated correlations. The findings reveal that green practices have a significant positive impact on a company's image, competitive advantage, and sustainability performance. The findings equip managers with reasonable evidence to proactively implement and invest in green practices, which will not only improve their sustainable performance characteristics but also enhance operational competitiveness and give the company a better corporate image. This study contributes to and expands the literature on green practices by examining the link between corporate image, competitive advantage, and organizational sustainable performance dimensions through green practices, particularly from the perspective of mediation moderation analysis.

***Keywords:*** Competitive Advantage, Corporate Image, Green Culture, Green Practices, Green Innovations, Green Trust, Organizational Sustainable Performance, Oman.



# **Exploring the Relationship between Corporate Giving and Local Poverty: Implications for Sustainable Development**

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## **Abstract**

What is the role of business corporations in addressing community-related challenges such as social inequality? This question is of high importance among scholars and practitioners since the rising global attention toward United Nations' sustainable development agenda. Yet, up to date, it is not clear if various corporate philanthropic pursuits are organized on an ad-hoc basis or possess a certain strategic thrust. Hence, this

study aims to add new knowledge to the area of corporate-community relations by examining an explanatory power of local poverty in understanding corporate giving behavior. Consistent with institutional and stakeholder theories, this study reveals that there is a positive association between measures of poverty and corporate community endeavors. Moreover, association increases with gender diversity of board members. Research findings signal changing trend of corporate contributions from one-time; sporadic nature toward more systematic and strategic form; providing new opportunities for improvement of economic conditions of local communities and alleviating inequality gap.

**Keywords:** Corporate community involvement, Corporate citizenship, Sustainability, Local poverty, ESG, Corporate giving, South Korea, Kazakhstan.

# **The Impact of Corruption on Firms’ Innovative Performance in Kazakhstan**

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## **Abstract**

This study investigates the impact of corruption on firms’ innovative performance in Kazakhstan representing an economy in transition. To test the research hypotheses, we have utilized the Kazakhstan firm-level data of the World Bank Enterprise Survey conducted in 2019. The empirical evidence of the probit and logit models demonstrate robust positive and significant effect of corruption on innovation activity of the firms. These results contradict the strand in the literature that reveal the negative influence of corruption on firms’ innovation activity known in the literature as a “sand” effect. However, our results support studies demonstrating positive influence of corruption on firms’ innovative performance identified as a “grease” effect.

**Keywords:** corruption, innovative performance, innovation development, an economy in transition, Kazakhstan.

# **I am Rich!**

## **What Else do I Need to be an Entrepreneur?**

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### **Abstract**

Entrepreneurship provides solution to the rising unemployment rates of an economy by enabling the individuals to capture the unmet needs of the society. Entrepreneurs are inspired by self-development to create their own financial and social impacts. Developed nations across the globe have recognized the role of the entrepreneurship for their economic development. Western countries are continuously making efforts to design and execute pragmatic policies by integrating resources to invigorate the capacities and mindset of their nationals to opt for self-development through entrepreneurship. The underlying belief is that lack of capital does not prevent the creation of the wealth, but it is the intrinsic motivation that nurtures the creativity and innovation of individuals and encourages them to be entrepreneurs. This study attempts to find out how various dimensions of the factors under study like primary membership, educational environment, locus of control, and social environment guide the intrinsic motivations of individuals to outweigh the social costs and seek opportunities for self-advancement and employment generation. Drawing from a survey of 50 successful entrepreneurs; our study found out that the intrinsic motivations of the entrepreneurs under study is guided by the factors that are psychological in nature. These factors create

positive influence that guide the psychologies of the individual entrepreneurs to pursue entrepreneurship as a tool of self-actualization and self-employment. We examined our research question through semi-structured survey questionnaire that included both descriptive and multiple-choice options and the results have been obtained using statistical methods of frequency analysis. Our findings indicate that along with financial schemes, efforts need to be made to communicate the positives of the identified factors in terms of restructuring policies that lead to create an environment that supports and encourages the mindset of the individuals to pursue entrepreneurship.

**Keywords:** Entrepreneur, social-environment, education system, locus of control, intrinsic motivation, Kashmir Valley, India.

# **Determinants of Entrepreneurial Intentions Among the Primary Stakeholders of Kashmiri Saffron Industry**

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## **Abstract**

This study investigates the entrepreneurial intentions among primary stakeholders of Kashmiri saffron industry. Respondents were chosen at random from a pool of 420 respondents, 380 second generation farmers, 40 traders of the related area and 10 officials from Sher-e-Kashmir University of Agricultural Sciences and Technology, Kashmir research center, saffron spices park and EDI pompora. Data was

collected using a structured questionnaire and interviews of selected respondents. Data was analyzed by employing different inferential statistical analyses. Our study found that the element that most influences entrepreneurial intention of the primary stakeholders is locus of control, followed by need for achievement and subjective norms.

**Keywords:** Entrepreneurship, Entrepreneurial Intention, primary stakeholders, Kashmiri saffron, Kashmir Valley, India.

# **Entrepreneurial Intentions Among Second-Generation Farmers of Kashmiri Saffron Sector**

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## **Abstract**

This study endeavors to understand the phenomenon of entrepreneurial intention (EI) among second generation farmers in the Kashmiri saffron sector through the application of the (i) Behavioral model; (ii) Theory of Planned Behavior (TPB) and (iii) Psychological Model. Our sample consisted of 437 second generation saffron farmers. They were chosen using convenience sampling technique. After data screening process, CFA and SEM techniques were used for analyzing the data. Results of hypotheses testing revealed that basic antecedents of TPB were found to significantly impact EI of second-generation farmers in Kashmiri saffron sector while psychological model was found to be positively affecting EI with a low coefficient. The results of this study will help in understanding entrepreneurial intentions among second generation farmers in Kashmiri saffron sector.

**Keywords:** Entrepreneurship, Entrepreneurial Intention, Second-generation, Kashmiri, Farmer, saffron, Kashmir, Valley, India.



# **An Empirical Analysis of the Influence of Team Success on Indian Sports' Fans Purchase Behaviour**

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## Abstract

This study explores the relationships between team success and sports fans' purchase behavior. It examines the strength of the mediating role of team brand equity, attitude towards sponsorship, and attitude towards sponsors' brands in such relationships. The study analysed the responses of 602 fans of the Indian Premier League (IPL) using Structural Equation Modelling. A constructive role for team success was confirmed in creating team brand equity for sports fans. The team's success positively impacted fans' attitudes towards sponsorship importance and attitude towards the sponsor brand but did not influence their purchase behavior directly. Nevertheless, it indirectly impacted fans' purchase behaviour with attitude toward sponsor brands as a mediator. Study findings add new insights that advance the understanding of marketing managers about fans' collective attitudes toward sponsorship importance, sponsored brands, and purchase behaviour.

**Keywords:** Attitude toward sponsor, Fans' purchase behaviour, Sport sponsorship importance, Team brand equity, Team success, Indian Premier League, India.

# **The Role of Communication and Soft Skills Integration in Undergraduate Teaching Process: A Sri Lankan Perspective**

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## **Abstract**

A new pedagogical approach is needed for enhancing the impact and effectiveness of education in contemporary times, that is characterized by globalization, World Wide Web and Internet technology. Today's educators are not only the sources of information, they are also expected to develop talents, skills, expertise and competencies in their students to meet the new challenges of modern society and economy. Classroom is a complex communication space. This study examines importance, dynamics and modalities of this process. Interactions between educators and students can contribute to effective communications. Using interactive techniques and strategies, the students become more engaged in learning; retain more information and thereby become more satisfied.

**Keywords:** Interactive, teaching, strategies, Communication skills, teaching-learning process, classroom management, Sri Lanka.

# **How Development and Management of Systematic Contracts Bring Strategic and Operational Value to the Organization: Case of UN Organizations – Construction Field**

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## **Abstract**

Engineering Construction Contracts is a core competency for the procurement management at United Nations' organizations. The consequences of poor contracts administration can be catastrophic, and it may necessitate extensive investigation of their catastrophes adversely affecting the United Nations' performance. There are very few previous research studies that evaluate the maturity of the UN contract management for acquiring operations or services. Their performance has not been analyzed in the years bygone. The purpose of this research is to evaluate the operational performance of United Nations' Organization contract management in reducing and avoiding risks, disputes, and variations. This study will present the contract administration performance framework in order to assist the contract managers to identify, analyze, and plan how to overcome these risks and challenges. It seeks to explain contract management in terms of generic contract provisions, the key components of the contract; development of specifications, contract acquisition planning, contract compliance and performance management, prevention of ex-post facto cases, contract start-up and close out. Its goal is to develop a critical understanding of the factors and risks that influence the United Nations' organizational contract management practice. The guidelines presented in this paper should promote efficient and effective management of the United Nations' organization's contracts and consequently facilitate high-performance project outcomes. Ultimately, the United Nations' Organizations will be more enabled and aligned to attain their visions, missions and objectives.

**Keywords:** Development, Management, Systematic Contracts, Strategy Operational Value, Organization, UN Organization, Construction Field.

# **Intrapreneurship in Firms: Customer Centricity and Insights Driving Front End Innovation Intensity**

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## **Abstract**

Firms continue to invest resources in innovation activities to remain competitive in the market. Overall lifespan of firms operating in the top leader board index based on market capitalization is significantly shrinking by every passing decade. The firm's ability to deliver successful new products and services (vitality index) in emerging dynamics of the new world (VUCA - Volatile, Uncertain, Complex, Ambiguous) is driving strategic entrepreneurship and innovation interventions within the firm. Firms of various types (by life-cycle phase, geographical distribution, portfolio mix, etc) aspire to manage innovation to drive growth with speed and agility but not all firms are successful (survive the valley of death) to re-invent and be relevant in the new world. Firms are in continuous pursuit to mature strategic innovation management practices and innovation life-cycle. Front end innovation driven by an intrapreneurial mindset provides upstream value creation in the innovation pipeline funnel. This research study has focused on the relevance and relationship between customer centricity and the front-end innovation intensity of firms. Various firm level enablers on customer centricity are studied and evaluated in the context of innovation intensity. Finally, the study outcomes are presented on relevance of customer centricity on the intrapreneurship intensity within firms.

***Keywords:*** Corporate entrepreneurship, Front End Innovation, Innovation Intensity, Intrapreneurship, Sustained Competitive Advantage, India.

**High-Tech, Hybrid and Electric Vehicles:  
Will They Take over the Gulf Market?  
The Case of Kuwait**

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**Abstract**

The Gulf Cooperation Council (GCC) countries in the Middle East represent an attractive market for the automobile industry. Consumers in those oil-producing countries share similar cultural characteristics, enjoy high income and own luxurious cars that can operate effectively in hot weather conditions. Following the international movements towards electric vehicles (EV) and the technological advancements in

artificial intelligence and machine learning, vehicles are equipped with digital and computerized systems that offer a wide range of features starting from self-parking to self-driving. Nearly, most international car marques who have car dealerships in Gulf countries have set up plans to produce or completely shift to EVs within a decade. However, following the COVID-19 pandemic, and the entrance of Chinese high-tech and luxurious vehicle at competitive prices, international manufacturers are facing challenges of introducing high-tech non-conventional vehicles across GCC countries. Focusing on Kuwait as a developing market in the GCC region, this exploratory study explores the best market development strategy and the components of exchange value for the car dealers and car owners. A total of twenty-one focus groups and seventy individual interviews were performed with car dealers and car owners. The results of the study indicate that there is a potential market for high-end electric vehicles introduced by famous marques as well as neighborhood electric vehicles (NEVs) who have dealerships in Kuwait. However, middle and high-end consumers will buy EVs as second cars, but they will keep their conventional cars that run on fuel since the road network and infrastructure need to be upgraded as Kuwait is being more engaged with the global transition to EVs. On the other hand, the results of the qualitative study suggest that there is a growing market for hybrid electric cars for the expatriates who work in Kuwait and can take their cars to their home countries where fuel prices and electricity are much higher than the ones in Kuwait. These results support an encroachment strategy for car dealers that is low-end for hybrid vehicles and high-end for fully electric ones.

***Keywords:*** High-Tech, Hybrid, Electric Vehicles, Gulf Market, Kuwait.



**An Investigation into the Relationship between  
Age and Usage Occasions in Food Services Brands:  
A Kuwaiti Perspective**

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**Abstract**

Clearly, one's age as well as perceptions of it are the dominant drivers of consumer behavior. Chronological age is a well-established demographic variable used extensively for segmentation in both market research and academic literature. Studies show that the passage of time directly affects human biological properties, cognitive processes, consumption behavior, and emotional operations. Marketers also recognize that over time, consumers' needs, lifestyles, attitudes, purchases, and aspirations tend to change in subtle ways. The purpose of this research is to study the relationship between age and usage occasions in a food services industry, looking at both casual-dining and fast-food restaurants. The study was conducted in Kuwait and the sample (n=902) was designed to match country demographics for gender and age. The Food-services brands for this study derived from Chamber of Commerce and focus groups and included both domestic and international multiple-outlet brands. The results suggest that restaurant consumption differs by age, with younger users exhibiting the larger usage occasions in most instances. Specifically, in both Fast-Food and Casual-Dining restaurant-brand users, younger buyers were likely to use the restaurants on more total occasions than

were older users. In Fast-Food restaurant-brand users, most of the specific usage occasions were more likely to be used by younger buyers when compared to older buyers. In Casual-Dining restaurant-brand users, more than half of the specific usage occasions were more likely to be used by younger buyers when compared to older buyers. In both Fast-Food and Casual-Dining, Older users were more likely to use a restaurant than younger users when it is “a meal with the family.”

**Keywords:** age, usage occasions, fast-food, casual-dining, Kuwait.

# Opportunities Through Growth Model for Industrial Growth in Oman

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## Abstract

Industry growth has immense significance for gaining sustainable development and enhancing economic growth (EG). This study investigates various factors, such as financial advancement, human capital, skills development & technology adoption, and GDP as a control variable for the industry growth in Oman. For this purpose, secondary data from 1986- 2021 was taken and tested with the ARDL bound. The Granger causality method measures relationships of these variables' in short- run and long-run co-integration. The Phillips-Perron and augmented Dickey-Fuller analysis also applied and supported the stationarity of study's variables. The results indicate that both Skills Development (SD) and Financial Advancement (FA) negatively affect industry growth (ING), while Human Capital (HC) and Technology Addition (TA) have insignificant impacts. Moreover, GDP increases the industry growth by 2.108%. ECT (-1) results yielded a value of -0.7396, showing that short to long-run deviation is by 73.96% annually, confirming the cointegrated relation is confirmed between the variables. The Granger causality test shows unidirectional causality of FA and GDP with ING at a 1% level form. The scientific gap is filled by this study in finding out the relationship between FA, SD, HC, and TA with ING and GDP as the control variable. The study findings can enable the government to identify the problems with the industry and design effective policies to boost industry growth in sultanate of Oman.

**Keywords:** Financial Advancement, Skills development, Technology Addition, Human Capital, Industry Growth, ARDL bound testing, Oman.

# **Environmental Factors Affecting the Adoption of E-wallets by Small and Medium Enterprises (SMEs) During the (COVID-19) Pandemic in Jordan**

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## **Abstract**

This study identifies the environmental factors affecting the adoption of e-wallets by Small and Medium Enterprises (SMEs) during the (COVID-19) pandemic in Jordan. To achieve the objectives of the study, survey method using a sample of about 600 companies will be selected to pursue our study. Our study will examine the impact of five environmental factors (i) competition pressure; (ii) customer, supplier and government pressure; (iii) Support from government and technology suppliers; (iv) related technologies; (v) Network externalities factors on the intention to adopt e-wallets by Jordanian SMEs. This study will contribute to the theoretical literature by providing information on the most important challenges faced by SMEs during the pandemic. It will also provide a model that explains the most important environmental factors that affect the adoption of e-wallets across Jordan. This study is a tool that will help guide Jordanian financial policy makers how to promote the adoption of e-wallets and new FinTech tools among Jordanian SMEs.

**Keywords:** Environmental Factors, E-wallets, Financial Technology, Adoption, SMEs, Jordan.

# **Inefficiencies in African Banking System: Is it Bad Luck or Bad Management?**

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## **Abstract**

The series of bank failures across African countries in recent years has become a matter of grave and utmost concern to the entire continent and has raised doubts in the minds of depositors on the management of these banks. Over 90 banks failed in Nigeria between 1930 and 2016 and over 20 banks have been deregistered in South Africa since 1990. The case is almost the same for other African emerging economies. This study applies the Generalized Method of Moments (GMM) using unbalanced panel annual data from 130 commercial banks in selected African countries (namely, Algeria, Egypt, Kenya, Nigeria, South Africa, and Tanzania) during the period 1998-2020 to examine the relationship between cost efficiency and non-performing loans. The selection of the countries has been based on two reasons: (i) Egypt, South African, Nigeria and Algeria are four big economies in Africa therefore it is important to study their financial systems (ii) while Kenya and Tanzania are big emerging economies in East Africa with growing economies. This study tries to ascertain whether it is just a bad luck or poor management that has contributed to the banking failures in these countries. The result for Algeria and Nigeria shows negative coefficient to the sum of loan loss provision to total loan which is used as a proxy for NPL and thus support the bad luck hypothesis as predicted by Berger and De Young (1997) while that of the African big four economies, South Africa, Egypt, Nigeria and Algeria (SENA) are explained by both the bad luck and bad management hypotheses. In sum, it is a combination of managerial inefficiency and external economic conditions of these countries that have contributed to bank failures in

these African countries. Results for Kenya and Tanzania neither support bad luck nor bad management hypothesis. Therefore, appropriate policy options that incorporate both dimensions bank failure shall act to remedy the non-performing loan problems in such African countries.

**Keywords:** Bad luck; bad management; commercial banks; Africa big four economies (SENA); Kenya and Tanzania; GMM.

**Corporate Social Responsibility and Corporate Branding:  
The Indepth Review and Research:  
A Kashmiri Perspective**

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## **Abstract**

This paper reviews the status of Corporate Social Responsibility and Corporate Branding. This paper suggests a fresh paradigm of corporate branding and corporate social responsibility while taking into account the most recent developments in both academic fields. It describes the current state of research, analyses the corpus of existing knowledge, and identifies the remaining gaps in both theory and practise. This study offers an organised evaluation of the expanding but still fragmented body of knowledge on corporate social responsibility and corporate branding based on predetermined inclusion criteria. This study analyses the major viewpoints that attempt to explain corporate social responsibility and corporate branding from various angles. Finally, the ramifications for theory and practise are outlined. To this end, a synthesis of five Corporate Social Responsibility dimensions and corporate branding is offered, with a proposed integrated model that reflects their interrelationships. Therefore, it is concluded that the final results will serve as a roadmap for future research in Corporate Social Responsibility and Corporate Branding.

**Keywords:** Corporate Social Responsibility, Corporate Branding, Economic CSR, legal CSR, Ethical CSR, Philanthropic CSR, Strategic CSR, Kashmir, India.

# **Evolution in Management Teaching: A Strategic Indian Perspective**

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## **Abstract**

Management education faces a disruptive effect from online learning platforms. With an increasing number of business schools and reducing student population, the future of management education is becoming uncertain. This study discusses the trends in management education and what shape it could take in the foreseeable future. From what we analyze and discuss, a few trends have become apparent. The rise of online education is definite. It may affect business schools but will not disrupt the existing practices in management institutions. The business schools have strategic options of joining the existing online learning platforms, partnering with the existing platforms, or launching their own online programs.

**Keywords:** Online Learning Platforms, Disruption of Education, Management Education, Business Education, India.

# **Digital Adaptability Sustainability through Modified Generative Artificial Intelligence (AI) Models: An Indian Perspective**

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## **Abstract**

The dynamics of digital penetration is evolving at a rapid pace and much of its success is attributed to the advent of digital support infrastructure along with the rise in mobile telephony and communication networks. Now, digital penetration is visible across different regions, even in rural areas and much of the policy and business decisions are undertaken with digitisation as a centrepiece. Many applications and services are based on these developments, for example the success of Direct Benefit Transfer (DBT) scheme, Unified Payments Interface (UPI) for digital payments both in terms of value and volume of transactions. India's growth story is evolving with digital adaptation in various sectors and considered as one of most innovative countries. The key sectors such as agriculture in India and rural areas, the usage of technology and allied tools like drones, sensors and other applications continue to rise and with much more flexibility. This digital adaptation should be a long-term sustainable proposition and also for better prospects of yield and growth. Generative AI is already gaining traction especially in sectors linked to education, learning, consumer focused applications and will create major opportunities. This study examines the role of such generative AI models which can be modelled or customised and could be incorporated in the value chain such as key

sectors like agriculture and allied for greater sustainability in terms of value addition and better prospects of growth in yield and revenue stream for farmers.

**Keywords:** digital adoption, sustainability, collaborative tool, generative AI, digital infrastructure, digital sustainability, strategic collaboration, India.

# **Enterprise Risk Management: A New Perspective in Organizations**

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## **Abstract**

Risk management practitioners have shifted their attention from genuine operational risk elements like health and safety risks, economic risks, accidental losses, technological risk, etc., to a new and broader concept: --- Enterprise Risk Management (ERM). The ERM perspective is based on four-point objectives: compliance, operations, reporting, and strategy. This study examines different policies and practices undertaken by Saudi organizations associated with adopting ERM involving an individual's approach towards risk management. This study also discusses popular frameworks like Committee of Sponsoring Organizations of the Treadway Commission (COSO), and ISO

31,000 used for adopting ERM in Saudi organizations as this will help get a better understanding of ERM activities, their operative fields and help them implement ERM most effectively across Saudi Arabia. Finally, this study also evaluates the risks involved in Saudi enterprises that will help to yield more consistent and steadfast decision-making information and processes in the foreseeable future.

**Keywords:** Enterprise Risk Management, Risk management, ERM Process, ERM Framework, COSO, ISO31000, ISO 31000:18, Risk Response Strategies, Saudi Arabia.

**Measuring E-Learning Readiness in  
Higher Educational Institutions:  
A Literature Review**

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### **Abstract**

The advent of Information and Communication Technology and the development of the Internet have played a significant role in the global changes in teaching and learning activities by facilitating the development of e-learning. This form has become a vital element of the teaching methodology adopted in higher educational institutions. For successful e-learning implementation, higher educational institutions must assess their e-readiness to clearly define the new strategy's goals and weigh its benefits and limitations. The main objective of this study is to provide an overview of previous studies related to factors for assessing readiness in universities and systematize the scales of each factor through the literature review method. Our study's results showed that common factors to measure readiness for e-learning in higher educational institutions include technical factors, human resources, content factors, pedagogy, finance, organizational culture, and training process readiness. Our study has also provided specific scale systems for these factors for universities' references.

**Keywords:** e-learning; online training, e-readiness, technical readiness, Vietnam.



**What Makes E-Wallet Users Continue  
Using the Service in the Vietnam Market?  
An Integrative View of Expected- Confirmation  
and Task-Technology Fit**

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## Abstract

This study examines the influences of user adaptation and its antecedents from a technology perspective, including task-technology fit and innovativeness, on continuance intention to use a mobile banking service, namely e-wallet. The research model was proposed by extending the expectation confirmation model with individual behavior adaptation. The empirical approach is based on an online survey of 372 e-wallet users in Vietnam. The SmartPLS 3.0 software was used to analyze the collected data in order to test the hypotheses. The research findings show that user adaptation is a strong driver of continuance intention and a full mediator of the relationships between innovativeness, task-technology fit, and continuance intention. In addition, task-technology fit, innovativeness, satisfaction, and perceived usefulness affected the intention to continue using the e-wallet. Theoretical and managerial implications are suggested to expand the literature on post-adoptive use and recommend how e-wallet firms can retain users with the service.

**Keywords:** continuance intention, adaptation, e-wallet, expectation-confirmation, task-technology fit, Vietnam

**The Influence of Transformational  
Leadership on Organizational Citizenship Behaviors:  
A Study about Financial Organizations in  
Ho Chi Minh City (Vietnam)**

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**Abstract**

In an era of rapid change, organizational citizenship behavior plays a pivotal role in the success of organizations because of the initiation of social connections in organizations, and influencing employee behavior pertaining to organizational functions and job performance. This study explores the relationships among transformational leadership, organizational learning, interpersonal trust, and organizational citizenship behavior. This study gathered data from face-to-face interviews with 360 employees

from financial organizations in Ho Chi Minh City (Vietnam) in order to test the hypothesized relationships laid out in the Structural Equation Model. The findings showed that transformational leadership directly affected organizational learning and organizational citizenship behavior; interpersonal trust positively and significantly influenced organizational learning and organizational citizenship behavior; organizational learning had direct and significant impacts on organizational citizenship behavior; and organizational learning mediated the relationship between transformational leadership and organizational citizenship behavior.

**Keywords:** transformational leadership, organizational learning, interpersonal trust, organizational citizenship behavior, Vietnam.

**Factors Influencing Continuance Intention to  
Use Mobile Banking: An Extended Expectation-Confirmation  
Model With Moderating Role of Trust:  
A Vietnamese Perspective**

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### **Abstract**

This study investigates the impacts of user adaptation and its antecedents, including self-efficacy, subjective norm, and innovativeness, on continuance intention toward mobile banking. Based on the extended expectation-confirmation model and incorporating innovativeness, user adaptation, and trust, this study proposes a research model. It verifies the hypotheses using partial least squares structural equation modeling. A total of 523 survey questionnaires were collected from customers of large commercial banks in Vietnam. The data was analyzed using SmartPLS 3.0 software. The research findings revealed that (1) user adaptation is a mediator of the relationships between innovativeness, subjective norm, self-efficacy, and continuance intention; (2) trust plays a moderating role in the relationships between adaptation and innovativeness with continuance intention to use mobile banking. Theoretical and managerial implications are provided to broaden the IT continuance and adaptation literature, suggesting that banks and financial institutions should sustain strong relationships with mobile banking users.

**Keywords:** continuance intention, adaptation, innovativeness, mobile banking, ECM, trust, Vietnam.

**Non-Personal and Personal Attributes Strengthen  
Patients' Use Intention of Health Care Services in Vietnam –  
A Perspectives of Social Networking and Sharing Sites**

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### **Abstract**

This study examines non-personal and personal attributes of patients impacting their intentions to use the health care services in Vietnam since the series of health-related consequences by the onslaught of Covid---19 pandemic. Main constructs were divided into dimensions such as price reasonableness, perceived severity, protection motivation as personal route; and resilience, response efficacy and problem-focused coping as non-personal route, both leading to affect behavioral involvement and use intention. This study was conducted by a quantitative approach to gather respondents by handing out online questionnaires to 552 respondents who currently live in large cities of Vietnam using convenience sampling method. The data was analyzed using Structural Equation Modelling. Study's analysis revealed that price reasonableness, protection motivation, resilience, response efficacy and problem-focus coping were highly associated with patients' involvement for their response. Behavioral involvement among patients had a great impact on their intentions towards healthcare service use. These findings are expected to contribute to the knowledge of protection motivation literature, involvement and health belief foundation towards selection of their health concerns and services.

**Keywords:** Behavioral involvement, Price reasonableness, Perceived severity, Protection motivation, Resilience, Response efficacy, and Problem-focused coping, Vietnam.



**Consumer Information Seeking Behavior among  
Young Vietnamese Tourists during Pre-travel Stage:  
The New Recovery of Tourism Sector**

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## **Abstract**

This study investigates information-seeking behavior of young Vietnamese tourists. This study was carried out utilizing a quantitative approach to gather information by handing out questionnaires to 350 respondents residing in large cities of Vietnam with convenience sampling method. The data was analyzed using Structural Equation Modelling. Study's analysis revealed that interactivity and aesthetics, are highly associated with tourists' evaluation of selected destinations. Our study found that destination image formation consisted of value-added esthetics, price reasonableness, destination source credibility and interactivity leading to affective information-seeking behavior. Overall destination image formation among tourists had a great impact on their behavior towards information seeking. This study's findings are expected to contribute to the knowledge of travel-related information seeking behavior towards visiting or revisiting a destination among young tourists.

**Keywords:** User-generated content (UGC), Destination image formation (DI), Information seeking behavior (ISB), Social networking and sharing site, Vietnam.

**Co-Value Creation:  
Assessing and Promoting Students' Acceptance of  
E-learning Applications in Vietnamese Universities**

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**Abstract**

Despite the potential benefits of e-learning, there is a lack of research on its effectiveness and impact in the academic literature. This study investigates students' perceptions of e-learning applications and how it affects co-value creation in education. The qualitative research explores students' success in e-learning programs and proposes a framework based on the Extended Technology Acceptance Model. Using the Structural

Equation Modelling to test the hypotheses with data from 457 students enrolled in distance learning Bachelor programs from 10 top private universities in Vietnam, our study found that students' self-direction, confidence in skills, and facilitating conditions positively influence acceptance of e-learning applications and ease of e-learning system use, the exception to interactions. These findings can guide the development of effective e-learning programs and resource allocations for distance learning programs across Vietnam.

**Keywords:** co-value creation, ease of use, e-learning system, education service, technology acceptance, Vietnam.

# **Research Gap of Self-Determination Theory (SDT): Evidence from Vietnam**

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## **Abstract**

Self-Determination Theory (SDT) is one of several prominent approaches for studying human motivations across the world. SDT represents a comprehensive macro-theory that details the origins and outcomes of human agentic actions. This study analyses the development and application of self-determination theory (SDT) in empirical evidence, and also points out theoretical gaps from cultural standpoint. This study has also analyzed the dynamics of mini-theories under the umbrella of SDT. This study compares differences in Eurasian cultures and emphasizes that a country with a collectivist culture such as Vietnam will bring a research gap while applying SDT. Vietnam has major socio-cultural differences as compared to Western countries in terms of economic and socio-cultural systems. Socio- Cultural differences will lead to completely different ways of evaluating, comprehending and solving problems in the organizations.

**Keywords:** Research Gap, Self-Determination Theory, SDT, Vietnam.

# **The Relationship Between Firm Life Cycles and Firm Risk-Taking in The Context of Listed Companies in Vietnam**

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## **Abstract**

This study examines the relationship between firms' life cycles and firms' risk-taking in the context of listed companies in Vietnam. This study analyzed firms' life cycle investment opportunities and the impact of COVID-19 pandemic contributing to prevent adjust-ROA risk-taking between 2000 to 2020. Our study analyzed 9,552 sets of data of 242 non-financial listed firms on the Vietnamese stock market. Our study discovered that firms in the mature and decline stages are willing to take more risks than firms in the introduction and growth phases whereas the risk-taking of firms in this introduction stage reduces future performance compared to firms in the mature stage. Furthermore, the riskier investment the mature-stage firms engage in; the higher the profits they generate. On top of that, under the impact of the COVID-19 pandemic, introduction-stage enterprises may not have taken unnecessary risks to safeguard their bottom line although firms in the mature and decline stages are exposed to more risks during the pandemic due to "high risk - high return" theory. Our findings are a typical illustration of the influence of LCS on risk-taking behavior in the context of Vietnam.

**Keywords:** firm life cycle, firm risk-taking, Covid—19 pandemic, Vietnam.

**Antecedents of Innovation Capability and Its**

**Relationship with Organizational Performance:  
A Case Study of The Tourism Sector in  
an Emerging Country (Vietnam)**

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**Abstract**

This study examines how an innovative leadership style is connected to both innovative capability and organizational performance. In the first part, a qualitative study was conducted to identify six distinct components of innovative capability: including (i) technology innovation, (ii) process innovation, (iii) organizational innovation, (iv) service innovation, (v) product innovation, and (vi) marketing innovation. The second part of the research employed a Structural Equation Modelling (SEM) method to test the hypothetical relationships. The outcomes revealed that an innovative leadership style has a positive effect on all components of innovative capability, except for process

innovation. Furthermore, this study found that all components of innovative capability, except for process innovation, have a positive impact on organizational performance. These results have important implications for hospitality firms that are interested in enhancing their overall performance and adding to the existing literature on innovation capability.

**Keywords:** Leadership style, innovation capability, organizational performance, Vietnam.



# **Factors Influencing Employees' Motivation of Hong Bang International University in Ho Chi Minh City**

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## **Abstract**

Motivating employees is a very important factor for retaining loyal and competent employees in the today's competitive labor market. This study tries to find out the factors that positively affect the motivation of employees, thereby helping Hong Bang International University to invest in its precious human capital. This university needs to have the right human resource strategy to have sustainable development and improve its competitiveness against other private universities across Vietnam. Our study's research model included seven factors affecting motivation. Sample size of 500 respondents was used with data collected via Google Forms and the results of survey were analyzed via SPSS software. Our study's results demonstrate that all seven factors have a positive impact on the motivation of staff and educators at this university. Empowerment has the most impact on employee motivation. The remaining factors have a very high positive impact on work motivation.

**Keywords:** Working motivation, salary/bonus policy, working conditions; working group; empowering employees; training and development opportunities; leadership and peer relationships and organizational equity, Hong Bang International University, Vietnam.

**Customers' Perspectives on Service Quality Towards Relationship,  
Loyalty and Firms' Performance  
in the Vietnamese Hospitality Industry**

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**Abstract**

This study examines the quality of B2B relationships between service providers and service users in the hospitality industry. The results of qualitative research conducted through in-depth interviews have found five service quality factors that affect relationship quality: (i) network quality, (ii) delivery quality, (iii) communication skills, (iv) technical skills, and (v) interactions. The outcomes of the group discussion of participants identified three components of relationship quality: (i) trust, (ii)

commitment, and (iii) satisfaction; Two components of the B2B relationship resulting between service providers and business customers are loyalty and business performance. The research results have built a conceptual model to help service providers realize the importance of improving service quality to enhance customers' loyalty and business performance in the context of the transitioning economy (Vietnam).

**Keywords:** B2B relationship quality, service quality, service provider, and hospitality, Vietnam.

## **Do Board Friendliness and Economic Development Affect Firms' Abnormal Earnings?**

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## **Abstract**

This paper examines the effect of board friendliness and economic development on the quality of earnings reports using the Vietstock database of all listed firms on the HOSE and HNX in Vietnam covering a 10 years time-frame (2011 to 2021). Our study found that while lower-quality financial reports could be the result of opportunistic behavior by directors who graduated from the same university, or the development of local GDP and firm growth while higher-quality earnings ones are consequences of firms' executives who previously worked for the same organization. There is also a negative/positive relationship between alumni directors/ex-coworking directors and firm's current and future operating cash flows. Finally, firms with misreported financial statements, particularly earnings, spread among well-connected firm executives who act as conduits for the transfer of information about the practice.

**Keywords:** Earnings management, Board friendliness, Economy development, Vietnam.

# **Relationship Between Tobacco Firms' Corporate Social Responsibility and Vietnamese Smokers' New Product Switching Intention: A Long-Term Investment for Sustainable Growth**

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## **Abstract**

This study examines tobacco firms' corporate social responsibility (CSR) initiatives impacting new product switching intentions from the Vietnamese smokers' perspectives. It is a pioneering empirical investigation of social responsibility understudied literature in the Vietnam tobacco industry. The CB-SEM method was employed to test the proposed hypotheses on 581 successful responses from Vietnamese daily cigarette smokers. The research outputs demonstrated positive and significant influences of CSR dimensions, besides economic responsibility to satisfaction link, on trust and commitment. Additionally, there are positive correlations between trust and satisfaction with new product switching intention. Marketers should develop distinct strategies to gain more trust and satisfaction through strategic CSR initiatives that educate and guide consumers toward mitigating cigarette reliance. Managers should replace the current product with a less-harmful ones to secure a long-term relationship with the current cigarette users while retaining a foothold in the industry.

**Keywords:** Corporate social responsibility, triple bottom lines, switching intention, tobacco, relationship quality, Vietnam.

**Disclosing Personal Information for Continued**

**Use Of Mobile Tourism:  
An Extended Privacy Calculus and  
Stimulus-Organism-Response Theories**

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### **Abstract**

Based on the extended privacy calculus and the stimulus-organism-response theory, this study attempts to examine the balance between privacy concerns and personal interest toward perceived risk and perceived value, meanwhile technological adaptation verifies to outweigh the continuance of consumer tourism mobile apps. The theoretical model was tested using Structural Equation Modelling and data was gathered from online interviews with 500 m-tourists in Vietnam. The findings reveal that (1) travelers were influenced by a trade-off decision between perceived risk and perceived value towards privacy concern, and (2) technology adaptation affects the user's intention to continue to use m-tourism (3) trust plays the driving role for continuance intention toward m-tourism, and (4) prior experience was confirmed as a moderator of the link of technological adaptation and continuance intention. The theoretical and managerial implications are suggested for m-tourism firms to focus on imperative factors to retain m-tourists.

**Keywords:** Perceived risk, perceived value, privacy concerns, personal interest, technological adaptation, trust, continuance intention, m-tourism, Vietnam.



# **Dynamics of Financial Literacy Among Pakistani Young Consumers**

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## **Abstract**

This study explores the dynamics of financial literacy among young consumers across Pakistan. Globalization, financial constraints, ongoing economic meltdown across the country and complexity of financial markets are the factors that raise the need for financial literacy among Pakistan's young consumers. Financial literacy among youngsters is important as young consumers will be able to make prudent financial decisions about consumption, savings, and investment if they are equipped with sound financial literacy. This study examines the relationship between financial literacy and various factors that influence the financial literacy and financial planning decisions of Pakistani young consumers.

**Keywords:** Financial literacy, financial planning, youngsters, young consumers, Pakistan.

# **The Moderating Impact of Trust on User Adaptation With Mobile E-Government Services**

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## **Abstract**

Mobile e-government services have become super popular across the world. This study examines the relationship of users' behavioral adaptation with their continuance intention toward the e-government services. Based on a combination of Social Exchange Theory and expectation model, incorporating behavioral adaption, this study proposes a research model and validates it using SmartPLS 3.0 and online survey gathered data (n= 402) in Vietnam. The results confirm that perceived usefulness, satisfaction and adaptation significantly influence continuance intention to use the e-government services. Specially, affective commitment, interaction justice and perceived usefulness were found to be the major influencers of adaptation behavior. The results fill

an empirical gap in the theoretical literature on the public sector, especially in user adaptation with e-government services. This study provides managerial implications and suggests how e-government service providers could improve relationships and retain their citizen-users.

**Keywords:** continuance intention, behavioral adaptation, trust, e-government, public sector, Vietnam.

# **The Relationship Between Firms' Life Cycle and Human Resource Management Strategies: A Systematic Review of Longitudinal Studies**

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## **Abstract**

This study examines the role of human resource management strategy in business life cycle by analyzing previous literature. Initially, we searched for scholarly papers that are relevant to two keywords: firm's life cycle, firm's human resource management strategy separately and simultaneously on the Web of Science website. After identifying the right articles, we employed VOS viewer program to find out which scholars had the marked contributions to this topic and the most recurring keyword in these articles. Investigating these chosen scholarly papers indicate that the clearest results are categorized into four different areas: recruitment & selection, appraisal,

compensations, training & development, values, and firm life cycle. The findings of our study demonstrate that companies in their introduction stage would prefer limiting training and development, assessing the schedule plan, while compensating for the salary & equity share. As the company reaches the growth stage, it will focus on recruiting for future jobs, and on the job training and job rotation. In the mature stage, profitability will be assessed, and efficiency and executive development will be more emphasized. As a result, further longitudinal studies should accentuate their focus on the effect of the corporate life cycle on strategies of different functional areas of a firm such as Marketing, Finance, and Operations apart from human resource management.

***Keywords:*** firm life cycles, firm strategy, longitudinal study, Vietnam.

# **The Application of 4.0 Technology and the Practice of Circular Economy: A Solution for the Sustainable Development of Enterprises**

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### **Abstract**

While developed countries have pioneered the application of modern production technology and standardization of regulations for the protection of natural resources and the environment towards sustainable development, in developing countries, many businesses are still struggling to catch up with the trend of the 4.0 technology revolution as well as the practice of the circular economy standard (which has become a worldwide trend). This study builds a model of the relationship between the application of 4.0 technology (I4), circular economy (CE) practice, and business performance (FP) in business enterprises across Vietnam as well as drivers and barriers for these enterprises to modernize management and production technology. A quantitative study was conducted using a questionnaire-based survey employing a two-stage cluster sampling technique with 260 respondents who were senior employees or managers at firms operating in Binh Duong province, Vietnam. We analyzed data using Partial Least Squares Structural Equation Modelling (PLS-SEM). Empirical findings demonstrate that I4 and CE practices impact four aspects of FP: economic performance (FP-F), environmental performance (FP-E), operational performance (FP-O), and social performance (FP-S). Finally, this study proposes theoretical contributions and managerial implications that could serve as a reference for business firms and policymakers to ensure sustainable development for organizations, promote economic development, and narrow the gap with developed countries.

**Keywords:** Circular economy, Industry 4.0, Industry 4.0 technology, firm performance, Vietnam, PLS-SEM, Vietnam.

**Strengthening Information-Seeking Behavior Toward  
International Destinations Among Young Travelers in Vietnam  
During The Post Covid – 19 Pandemic Recovery**

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## Abstract

This study examines how socio-psychological factors such as perceived uncertainty, resilience, value-added benefits, mass-media coverage, and travel constraints affect perceived arousal leading to the information seeking behavior toward international destinations on the part of young tourists. This study supported by the Protection Motivation Theory and the Theory of Reasoned Action is designed to explore the information seeking behavior of young Vietnamese tourists. This study was pursued across Vietnam during the post-Covid—19 pandemic period using a convenience sample of 256 valid respondents. Structural Equation Modeling was used to examine the extent to which aforementioned six factors are connected with the outcome (information-seeking behavior). The findings reveal the impact of resilience and media coverage on perceived arousal among tourists thereby affecting their information seeking behavior in a significant manner.

**Keywords:** Information-seeking behavior, perceived uncertainty, resilience, value-added, mass-media coverage, travel constraints, Vietnam.

## **P2P Lending in Foreign Countries and Policy Implications for Vietnam**

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## Abstract

Peer-to-peer lending has been used and developed forcefully across the world including China which is a neighboring country of Vietnam. However, in Vietnam, peer-to-peer lending has only been developed recently. Our study examines the actual situation of peer-to-peer lending in countries around the world to provide policy solutions support for Vietnam. Our study suggests that Vietnam should soon formulate a regulatory framework for peer-to-peer lending and its suppliers including regulations about operation registration, regulations on risk management and supervision. It is necessary to raise awareness of the whole society about the form of peer-to-peer lending and to build a system to prevent and handle risks wisely in the financial and monetary system. The results of this study will contribute to the development of a coherent legal framework to minimize financial, ethical, technical, information and information security risks.

**Keywords:** Peer to Peer Lending, P2P lending, emerging market, PESTLIED model, risks, Vietnam.

# **The Relationship Between CEO's Reputation and Firm Abnormal Earnings: Does CEO's Arithmetic Index Speak?**

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## **Abstract**

This study investigates the reputation of CEOs that affect abnormal earnings in Vietnamese corporate context. This study analyzed data from 9,349 firm-year observations of 602 CEOs and firms in 13 industries of Vietnamese listed companies during the period of the first quarter of 2000 through the second quarter of 2021. The Instrumental Variable Two-Stage Least Square (2 SLS IV) regression method was used for data analysis. Our study's results show that when a CEO's reputation increases, abnormal earnings of companies will also increase accordingly. The empirical findings

demonstrate that when a CEO reputation is at a high level in the current year; then abnormal earnings will increase in subsequent years. Therefore, incomes in the following years will progressively go up which makes it easy to manipulate earnings, trust from stakeholders and lead to CEO's disreputation in the foreseeable future. Our study sheds new light on the literature on numerology which analyses the CEO's arithmetic index to investigate the level of management discipline, mission, attitude, aspiration and explain why corporate governance has failed miserably in Vietnam.

**Keywords:** Earnings management, CEO Reputation, Numerology, Vietnam.

**Corporate Social Responsibility and  
Competitive Advantage in the Retail Sector:  
The Mediating Effect of Green Marketing Strategy and the  
Moderating Effect of Corporate Reputation:  
A Vietnamese Perspective**

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**Abstract**

This study examines the impact of corporate social responsibility on competitive advantage and analyses the mediation effect of green marketing strategy and the moderating effect of corporate reputation. The study uses both qualitative and quantitative research methods including in-depth interviews with ten experts and a questionnaire survey of 350 respondents patronizing supermarkets in Vietnam. This study identifies research gaps in green marketing and competitive advantage in retail

services as well as a lack of research on the relationship between corporate social responsibility, green marketing strategy, corporate reputation, and competitive advantage in a developing country context (Vietnam). Especially green marketing strategy plays a mediation role in the relationship between corporate social responsibility and competitive advantage. In addition, corporate reputation moderates the relationship between corporate social responsibility and competitive advantage. The study contributes to the literature on these topics and provides suggestions for improving supermarkets' performance across emerging countries such as Vietnam.

**Keywords:** Corporate social responsibility, green marketing strategy, corporate reputation, and competitive advantage, Vietnam.

# **Determinants of Vietnamese Consumers' Purchasing Intentions Via Livestream Shopping**

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## **Abstract**

This study identifies the influencing factors and degree to which live streaming affect consumers' purchasing intentions. This study pursued mixed research methodology to conduct a thorough analysis of literature groundwork and empirical evidence. A successful research data was retrieved from 217 individuals who had observed livestream trading. Subsequently, the data were evaluated using the PLS-SEM approach. Our study's research outputs demonstrated positive correlations among variables besides interactions with purchasing intentions and trust links. Furthermore, promotional activities prompted customers to devote more resources in exchange for long-term value. By providing consumers with high-quality livestream contents; sellers can increase consumer engagement and trust in brands, products, and KOLs, and through their process. Marketers would spend less time grasping the product's feature value and



generating emotional value for the product which will lead to purchase intention inclination on part of the customers. Our study presents an academic insight into the antecedents affecting consumers' purchasing intention, especially among the e-commerce business extant literature. It is a multi-perspective study through scopes of sales and marketing participants in an emerging aspect of commerce. This study proved to be a springboard for future research on the perspective of marketing, promoting, and selling through live stream features presented on portable devices.

**Keywords:** Purchasing intention; Live stream; Customer trust; Perceived value; Customer attitude, Vietnam.

# **The Influence Of Consumer Minimalism on Business Performance**

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## **Abstract**

Although research on consumer minimalism in the world has only appeared recently, research on its impact on business performance through marketing strategies is still limited in Vietnam. This study investigates how consumer minimalism affects business performance through marketing strategies. This study utilized a mixed method of research methodology. While the qualitative research involved in-depth interviews with experts working in Ho Chi Minh City enterprises, the quantitative analysis involved a survey of over 500 valid responses from enterprises in the same city. Structural Equation Modeling was used to test hypotheses. The findings provide evidence of the relationship between minimalism and business performance through the mediating role of marketing strategy. The research highlights the importance of consumer minimalism and its impact on business performance, contributing to the existing literature. The study also provides implications for managers to understand consumer market trends and determine the most suitable marketing strategies, ultimately improving company's profits and market share.

**Keywords:** Consumer minimalism, marketing strategy, business performance, mixed method, Vietnam.

# **Employees Awareness to Business Ethics and Social Responsibilities in Vietnamese E-Commerce Enterprises**

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## **Abstract**

This study examines the impact of the general theory of business ethics and corporate social responsibility (CSR) on the attitudes, behaviors and performance of employees of global e-commerce enterprises based in Ho Chi Minh City (Vietnam). The research model employed by this study is the modified Business Ethics Theory (BET), also known as the Corporate Model of Sustainable Business Practices (CMSBP). This study reveals the important factors influencing Employees' Awareness (EA) of business ethics and corporate social obligations. Over 303 surveys were obtained from Vietnamese employees at three e-commerce businesses (Lazada, Tiki, and Shopee). The findings revealed that all variables had the needed reliability and implied that employees

having sound knowledge about Ethics and CSR would perform better and more effective. Our study offers practical implications that governments and company executives may utilize to improve Vietnamese workers' business ethics and CSR knowledge, as well as discover appropriate means to promote ethical and CSR initiatives in corporates.

**Keywords:** business ethics, social responsibility, transaction, environmental, Vietnam.

**The Interplay of Digital Transformation, Knowledge Sharing, and  
Transformational Leadership in Driving Product Innovation:  
Insights from Vietnam's SMEs**

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## Abstract

This study deploys social exchange theory to investigate whether and, if so, how efficiently digital transformation influences product innovation by integrating the mediation role of explicit and tacit knowledge sharing and the moderating role of transformational leadership. A quantitative study was conducted using a questionnaire-based survey and by deploying a cluster random sampling technique covering a sample of 496 employees working in small and medium enterprises (SME), especially in commercial and service, production, processing, manufacturing, engineering, and administrative sectors in Ho Chi Minh City (Vietnam). A partial least squares structural equation modeling (PLS-SEM) was used to analyze data. Our study's findings show that digital transformation is significantly associated with product innovation. Our study's findings also show that digital transformation positively relates to explicit and tacit knowledge sharing, which would positively influence product innovation. This means that besides digital transformation directly affecting product innovation, it does indirectly influence it via explicit knowledge sharing and tacit knowledge sharing. Furthermore, transformational leadership significantly moderates the relationship between digital transformation and product innovation. Our study is among the first to combine explicit and tacit knowledge sharing as mediators and transformational leadership as a moderator to examine the digital transformation and product innovation relationship. Furthermore, our findings extend our understanding regarding different mechanisms in which explicit and tacit knowledge sharing play as mediators and transformational leadership as a moderator in the relationship between digital transformation and product innovation.

**Keywords:** digital transformation, transformational leadership, knowledge sharing, SME, product innovation, social exchange theory, Vietnam.

**How Green Intellectual Capital  
Influences Environmental Performance:  
The Moderating Role of Green Knowledge Sharing and Green  
Innovation**

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**Abstract**

This study investigates how efficiently green intellectual capital (GIC) impacts environmental performance (EP) by integrating green knowledge sharing (GKS) and green innovation (GI) as mediators, using the theories of Intellectual Capital-based View (ICV) and Knowledge Management. The study was conducted quantitatively using a questionnaire-based survey through judgmental and snowball sampling methods with a sample of 482 respondents from small and medium enterprises (SME) in Ho Chi Minh City (Vietnam). To analyze data, the partial least squares structural equation modelling (PLS-SEM) approach was employed. The findings show that EP can be directly attributed to GIC, and that GIC is positively related to GKS and GI, which would consequently positively contribute to EP. This means that GIC simultaneously impacts EP directly and via GKS and GI indirectly. This study is among the first to combine GKS and GI as mediators using PLS-SEM approach to advance the theory of intellectual capital. Furthermore, this study extends our understanding regarding the mediating mechanisms of GKS and GI in the relationship between GIC and EP in Vietnam.

**Keywords:** Green intellectual capital, green knowledge sharing, green innovation, environmental performance, SME, Vietnam.



**Environmental Consciousness, Green Intellectual Capital,  
Green Human Resource Management and Environmental  
Performance: A Case of Small and Medium-Sized Enterprises in Ho  
Chi Minh City (Vietnam)**

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**Abstract**

Using Natural-Resource-Based View (NRBV) Theory, this study develops a model to examine the relationship between environmental consciousness (EC), green intellectual capital (GIC), green human resource management (GHRM) and environmental performance (EP) in manufacturing small and medium-sized enterprises (SME) in Ho Chi Minh City, Vietnam. The research implemented a questionnaire method to collect data from 482 participants applying quota and snowball data collection techniques encompassing top managers of manufacturing SMEs in Ho Chi Minh City (Vietnam). Data analysis uses Partial Least Squares Structural Equation Modeling (PLS-

SEM) analysis. The empirical studies demonstrate that EC has related to three dimensions of GIC: green human capital (GHC), green structural capital (GSC) and green relational capital (GRC). Simultaneously, GHC, GSC, GRC positively impact GHRM. At the same time, EP is driven by GHRM. In other words, GIC and GHRM play full mediation roles in the relationship between EC and EP. Finally, our study offers theoretical contributions and practical implications.

**Keywords:** Environmental consciousness, environmental performance, green intellectual capital, green human resource management, SME, Vietnam.

**The Impact of Social Factors on Impulse Buying –  
The Moderating Role of Culture:  
Evidence from Vietnam and the UK**

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### **Abstract**

Impulse buying has received considerable attention in consumer research. It is defined as when a consumer experiences a sudden, often powerful and persistent urge to buy something immediately. Many studies have found that culture affects marketing and consumer buying behavior since cultural values are one of the main drivers of consumer behavior. Hence, they may also influence an individual's likelihood of consumption behavior. The extant literature has proved that cross-cultural studies play important roles in consumer behavior, while there is a paucity of cross-cultural studies on impulse buying. This study examines the combination of online and offline social factors and the impacts on impulse buying tendency under the moderating effects of cultural dimension (Collectivism/Individualism). Our samples were drawn from Gen Z consumers based in two representing countries: Vietnam and the UK. In addition, the post-impulse buying behavior was investigated to see how impulsive buyers are likely to deal with their cognitive dissonance (discomfort experience/feelings) caused by unplanned purchase decisions. Our study's results have generated new contributions concerning the impulsive buying behavior of the young generation from different social and cultural groups. It would help modern business/brands formulate appropriate marketing strategies to stimulate impulsive consumption (online & offline) and hence bring more sustainable customer loyalty. Last but not the least, this study contributes to educating young consumers to pay more attention to the possible negative consequences of impulsive consumption, which is an interesting but harmful purchase.

**Keywords:** Social factors, impulse buying tendency, collectivism, individualism, online review, cognitive dissonance, Gen Z, UK, Vietnam.

# **Mind Over Money: Understanding the Influence of Personality Profiles and Emotional Intelligence on Investment Decisions**

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## **Abstract**

The potential influence of personality on investment decisions has been widely examined in behavioral finance literature. However, the conundrum surrounding the antecedents and drivers of investors' decision-making dynamics continues to remain a topic of interest in consumer psychology. This study examines the temporal role of personality in determining the quality of investment decisions. Taking into account big five personality types as the predictor, data was collected from 296 investors across Pakistan. Results reveal that conscientious and neurotic investors make better and well-calculated decisions. Conversely, no significant impact of extraversion, agreeableness, and openness to experience was found on investment decisions. This study also confirms a significant moderating role of emotional intelligence, suggesting investors with high EQ tend to make better decisions and vice-versa. This study adds to behavioral finance literature by adopting a time-lagged research design, thereby alleviating the limitations of a cross-sectional study.

**Keywords:** Personality, Neuroticism, Conscientiousness, Emotional Intelligence, Investment Decision, Pakistan.

**Investigation of the Millennials' Intention  
Towards Green Eco-Label Products Usage:  
A Case of Ho Chi Minh City (Vietnam)**

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**Abstract**

Many governments and pro-environmental organizations are promoting the usage of ecological usage and eco-label certification programs for green products to solve environmental problems and the negative consequences caused to the environment

and people. Eco-label products are certified as environmentally friendly; whereas Eco-label programs are set up to reduce the harm to the environment caused by the life cycle of household products. This study uses the modified theory of reasoned action (TRA), also known as the pro-environmentally reasoned action model (PERA), as a predictive model. This study clarifies key aspects affecting the behavioral intention (BI) in the usage of eco-label products by Vietnamese Millennial consumers. Data was collected from 263 Vietnamese Millennial consumers in Ho Chi Minh City (Vietnam). The results illustrated that the PERA model was able to describe 59.8% of consumer behavioral intentions relating to eco-label product usage. This study lays out some practical implications that policymakers and corporate leaders could use to enhance the behavioral intentions of Vietnamese customers to use eco-label products and find appropriate measures to pursue a green strategy.

**Keywords:** Eco-label products, Millennials, behavioral intention, PERA model, Vietnam.

**Pro-environmental Reasoned Action (PERA) Theory and  
Behavioral Intention: Past, Present and Future:  
Systematic Review and Bibliometric Analysis**

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**Abstract**

This study provides a thorough overview of the literature on the Pro-environmental reasoned action (PERA) theory. This study contributes to the identification of contemporary developments in PERA theory and business research gaps. A search query on PERA theory generated 118 Scopus-indexed scholarly papers, that were then bibliometrically analyzed using the bibliometric R-package and



VOSviewer. The theory construction, characteristics, context, and methodology (TCCM) framework were used to identify gaps in existing research as well as propose prospective study directions. The findings provide a complete picture of the available literature on PERA theory from many viewpoints and serve as the foundation for developing a research agenda that integrates components related to PERA theory and behavioral intention. This study proposes agenda that integrates numerous stages of PERA theory with behavioral intention and offers a distinct outlook for future research studies.

**Keywords:** bibliometric analysis; systematic review, PERA theory, behavioral intention, Vietnam.

# **The Mediating Effects of User Adaptation and Flow Experience on Mobile Banking Behavior**

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## **Abstract**

Though mobile banking is advantageous in the age of mobile commerce, users still need to utilize the service to its full potential. This study explores the mediating effects of behavioral adaptation and flow experience on how users decide to continue using mobile banking. Based on the expectation-confirmation model and incorporating task-technology fit, behavioral adaptation and trust, this study proposes a research model and validates it using SmartPLS 3.0 and online survey gathered data (n= 368) in Vietnam. The results confirm that adaptation and flow experience have a mediating effect on mobile banking continuance usage. They also show a significant correlation between perceived usefulness, satisfaction, task-technology fit, trust and continuance intention. The results fill an empirical gap in the theoretical literature on mobile banking behavior, especially in user adaptation and task-technology fitness fields. The study provides managerial implications and suggests how financial institutions should improve relationships and retain mobile banking users.

**Keywords:** continuance intention, behavioral adaptation, flow experience, task-technology fit, mobile banking, Vietnam.

**Impact of Global Alliances on the International  
Competitiveness of Thai Tourism Industry:  
A Thai Airways Case Study**

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## Abstract

The cut-throat global competition highlights the skill endowments asymmetries in the global firms and makes it essential to collaborate with other global firms. Global alliances provide opportunities for global firms to internalize the skills of other global players and thereby augment their global competitiveness. This study suggests that interpartner relations (e.g., trust, cooperation, and commitment), absorptive capacity, alliance management, and alliance marketing, as well as integration and training, are the major determinants for influencing the international competitiveness of global alliances. This study tries to examine the impact of global alliances on the international competitiveness of the Thai tourism industry. By adopting the Case Study Method, this study examines (i) the impact, (ii) the ramifications, and (iii) the enhancement in the international competitiveness of Thai Airways accrued through the Star Alliance membership on the global stage.

**Keywords:** International competitiveness; global alliances; Thai Airways; inter-partner relations; absorptive capacity; alliance management; alliance marketing; integration and training, Thailand.

**Modeling Determinants of Foreign Direct Investment  
Inflows into Thailand using Total Interpretive Structural  
Modelling (TISM)**

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## Abstract

Foreign Direct Investment (FDI) is influenced by various factors at both the country level and the firm level. Reflecting upon the factors that drive Foreign Direct Investment (FDI) and their interdependencies will allow the countries to develop their policies and strategies in a way to attract FDI for better economic performance. We intend to analyze FDI inflows to Thailand based on the ten most relevant factors identified from the extant literature. These factors are analyzed for their role as both driving and dependent factors using Total Interpretive Structural Modelling (TISM). TISM allows us to categorize the factors based on their relative importance as being a determinant for Foreign Direct Investment inflows to Thailand. The labor force, capabilities for technical innovation, and general security in the environment are the driving forces that influence FDI inflows. This study provides information for the policymakers to be proactive in their approach to developing policies to regulate and govern Foreign Direct Investment. Furthermore, this study provides an analysis of the determinants of Foreign Direct Investment inflows to Thailand that would provide further impetus to the practitioners and policymakers of Thailand to sustain their growth in the fiercely competitive international economic, business, and political environment. This study contributes to the research on FDI in the emerging market context in general and Thailand specifically. The study is amongst the few studies that utilize TISM for modeling factors that influence FDI inflows.

**Keywords:** FDI, Economic Performance; TISM; Total Interpretive Structural Modelling; Thailand.

# **The Board of Directors Configuration and Corporate Social Responsibility Disclosure in Emerging Market Companies: A Russian Perspective**

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## **Abstract**

Due to globalization processes, many countries are faced with a necessity to overcome a lot of new issues: not only legal and economic but also environmental and social. Problems such as overpopulation with overconsumption, deforestation, and air pollution have become more urgent in recent days because of their devastating effects globally. It is now common knowledge that all organizations should be involved in global problems solving and correct their strategies accordingly. The lack of well-managed practices in the field of sustainable development undermines business models and jeopardizes companies' finances and reputations. At the same time, one can notice the upcoming trend of transparency in business. Corporate social responsibility (CSR) plays a pivotal role in a company's strategy, and it is directly related to corporate governance (CG) which should implement in striving toward transparency and a balanced ratio of control and management. Supervision of the board of directors (BoD), therefore, plays a phenomenal role in the strategic development of the company. This study investigates how a configuration of a BoD influences the CSR disclosure of a company. This study specifically focuses on the context of emerging markets as it brings additional insights related to the effect of institutional factors. Taking into account the fact that BoDs are



first and foremost governing bodies operating on behalf of the corporation's shareholders, and at the same time are the bodies that are responsible for firms' perceptions by society, this study uses agency and legitimacy theories as theoretical foundations. We apply configurational approach that enables scholars to view causal relationships not from the perspective of their correlation analyses, but from the perspective of equally effective patterns (Doty et al., 1993; Van de Ven & Drazin, 1985). The empirical analysis was conducted on a sample of 191 public Russian companies listed on the Moscow Stock Exchange. The data was collected from several sources: financial data from Datastream was supplemented with the data on CSR activities obtained from annual reports published in SKRIN and SPARK; two leading data resources for Russian companies. Companies in our sample represent various industries, including agriculture, heavy and light manufacturing, mining and processing industries (oil, gas, metallurgy), as well as services, such as retail, telecommunications, transportation, and others. Russian companies are not formally restricted on how to disclose the information on their CSR activities, so they can use any standards and formats, and usually, such information is published by companies in their annual reports or non-financial reports. The categories that Russian companies disclose in annual or non-financial reports are rather similar to those that are used across the world (Glebova et al., 2013). The institutional factors within the country influence the way companies implement CSR practices and disclose information on CSR, and Russian companies that have global operations try to adopt internationally recognized standards and practices. We use gender diversity, the share of foreigners on the board, the share of state representatives on the board, the share of independent directors on the board, board's international and managerial experience as contingencies (conditions) that stimulate higher CSR disclosure. We apply a fsQCA method and identify core and peripheral conditions for high CSR disclosure. Thus, our results provide evidence that there are a number of different options (configurations of corporate boards) that bring a company to more transparent governance. These configurations are based on four core conditions: first, high international experience of board members and low managerial experience; second, high share of state representatives in the board and low managerial experience of board members; third, high share of state representatives in the board and low share of independent directors; fourth, high gender diversity and a high share of state representatives in the board.

**Keywords:** board of directors, corporate governance, corporate social responsibility, disclosure, emerging markets, Russia.

# **Enhancing Employee Engagement Through Organizational Culture: A Quantitative Study on Indian Millennials**

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## **Abstract**

With the emerging generational diversity in the workplace, employee engagement is becoming increasingly challenging. This study investigated role of different types of organizational cultures in the organizational engagement and job engagement of millennials and non-millennials (older generation) across India. Hypotheses were developed by drawing on theories and concepts from the relevant literature and were tested using PLS-structural equation modeling (SEM) with SmartPLS 3.3. This study used a sample size of 252 respondents comprising 151 millennials and 101 non-millennials (older generations) across India. The results showed that clan organizational culture had a significant positive effect on organizational engagement but not on job engagement for all generations taken together and also for millennials and non-millennials separately. Mission organizational culture was found to have a significant positive affect on job engagement as well as organizational engagement for non-millennials (older generation) whereas no significant effect was found on the job as well as organizational engagement for millennials. However, taking all the generations together, the mission culture had a positive effect only on job engagement. This study further showed that adaptability culture had a highly significant positive effect on job engagement for millennials but neither on non-millennials nor on all generations taken

together. Bureaucratic culture had no significant effect on the job as well as on the organizational engagement of any of these generations. This research is unique as it exclusively focuses on the millennials and the earlier generations of employees' organizational and job engagement levels in relation to different types of organizational culture. The findings offer valuable theoretical and practical insights into role different types of organizational cultures play in employee engagement.

**Keywords:** Employee Engagement, Organizational Culture, Millennials, India.

**Image Encryption using Scrambling  
Circular Rotation and Chaotic Map:  
A Business Perspective**

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## Abstract

Cybercrimes causing huge losses to business firms are worth trillions of dollars across the world. It has emerged as a global menace and global epidemic in the 21<sup>st</sup> century. A practical way used by business firms such as banks of protecting picture contents is image encoding. Data production for transmission using any form of multimedia, including digital images, text, music, and video, is becoming more and more interesting. Numerous techniques, including cryptography, are employed to preserve the privacy, veracity, and secrecy of delicate information as well as to prevent unauthorized access by criminals. Through transforming the original data into cypher data, cryptography protects it from being decrypted or altered when it is received by the recipient. Encryption is a key technique for safe data transmission over open networks. This study is based on a picture encoding method that is constructed on Scrambling circular rotation and Chaotic Maps. We have used this image encryption technique by combining the random overlapping block partition, scrambling by rows and columns shift utilizing circular rotation, and Henon chaotic map to protect our data or sensitive information from cyber criminals during communication. We present an innovative picture encoding algorithm in this study. In the scrambling operation, using the Henon chaotic map, a random starting point is selected. The chaotic map is then controlled using picture content-based secret keys to calculate a hidden matrix of the equal size to the source picture. Here, the secret key is used for the generation algorithm for privileged key generation. We have examined the structure and formulas of the model with regard to the parameters considered in the proposed study. We have also examined how to improve two alternative strategies. The proposed research presents a quick overview and low-overhead method for image encryption. We have gone through the formulations for the parameters employed in the suggested model as well as the architecture of the predicted model. We also discuss the algorithm used to encode and decode pictures. The proposed model of image encryption technique is more efficient and resolute than other techniques because we perform the scrambling technique which uses scrambling by row and column and also employs circular rotations. It would help business firms such as financial institutions in their quest for the safety, and security of their financial assets and data.

**Keywords:** Image encryptions, Chaotic map, Block encryption, Scrambling and column shifting, Business Firms, Financial Institutions.

# **Enhancing the Transaction Mechanism for Blockchain Application: A Business Perspective**

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## **Abstract**

This study examines blockchain-based social media from a technical point of view and compares current technologies with real-world scenarios such as Facebook, Twitter, and YouTube. This study aims to comprehend the present social DApps trend and highlights important characteristics that should be considered in a blockchain-based social media scenario. Our study uses “Proof of Authentication”, a consensus protocol for analysis. In the age of the Internet, quickly evolving new media platforms are continually stealing market share from established media firms and undermining their advantages. By employing our proposed model, firms can overcome their challenges.

**Keywords:** Smart contract, DApps, Social Media Blockchain platform, PoA, Validator, Distributed Ledger, Business Firm.

# **Covid-19 Crisis and ‘Rally ‘Round the Flag Effect’ in India: Study of an Online Sample**

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## **Abstract**

The ‘rally ‘round the flag’ is a hypothesized concept that aims to describe the empirically validated increase in the approval of the President of the United States of America (USA) during periods of international crises. However, there have been very few validations of this concept outside the USA and none in India. This study found that the approval of the Prime Minister of India, Shri Narendra Modi, improved among the sample respondents during the Covid-19 pandemic thereby lending support to the existence of this phenomenon across India. The improvement in approval was linked to the perceived overall effectiveness of the Indian government’s plans to deal with the pandemic. Our study found it higher among female respondents. The results of the study are generalizable beyond the political domain as political leaders across the world need to enforce tough decisions in the wake of the global economic distress caused by the Covid-19 pandemic. They require the approval of their followers for effective management of their policies and programs to combat crises.

**Keywords:** COVID-19, Economic Distress, Indian Politics, Rally round the flag effect, India.



# **Displaced Aggression: A Systematic Literature Review**

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## **Abstract**

Aggressive behaviours in the workplace are a common occurrence across the world. Aggressive behaviour is displayed both against the excluder as well as towards the innocent bystanders. The concept of displaced aggression captures the phenomenon of directing aggression towards a third party who was not the source of provocation. However, due to the inaccessibility of the target, the third party becomes a victim of redirected aggression. Recently, it has attracted a burgeoning interest among academicians and practitioners alike. A systematic review of the available literature on displaced aggression is necessary, given the growing number of studies being conducted in this arena. This study summarizes research on the antecedents and outcomes of displaced aggression. Further, it also examines

recent research on boundary conditions. Lastly, the study identifies the gaps in the extant literature and provides research directions for the future.

**Keywords:** Displaced aggression, Triggered displaced aggression, Aggressive behaviour, India.

# **Earnings Inequality and Work Effort: A Kazakhstani Perspective**

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## **Abstract**

This study investigates whether earnings inequality prevailing within a narrowly defined occupation helps predict how hard a person will work on a random day on his job. To the degree that inequality within the occupation is found to influence work effort, this study investigates the possible asymmetry in the effects of earnings inequality on work effort. This study documents that more unequally paying occupations motivate workers to work harder on the job. In line with predictions of the tournament model, it is the inequality above, rather than below, the median of the earnings distribution that helps motivate the average salaried worker to expend greater work effort.

**Keywords:** Earnings Inequality, Work Effort, Kazakhstan.

# **The Effectiveness Measurement of Integrated Marketing Communications in the Transitional Market (Kazakhstan)**

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## **Abstract**

This study undertakes a comprehensive review of the effectiveness of Integrated Marketing Communications (IMC) in a transition economic setting (Kazakhstan). This study focuses on the effectiveness of IMC across Kazakhstan via the consumers' perceptions. The main theoretical framework implemented in the study was the Elaboration Likelihood Model (ELM). With respect to the original ELM and its subsequent modifications, valuable constructs were tested during our study (e.g., focusing on cultural background, digitalization, etc.). This study is ought to be a great help for any IMC practitioner who wants to observe the impact of important IMC variables and understand the effective path to the creation of effective IMC strategies across Kazakhstan. This research is timely and is absolutely needed because the country is developing at a fast pace. Therefore, the number of advertisements, brands, and marketing communications will increase substantially in the foreseeable future. Moreover, for Kazakhstani academia, the topic of IMC is dramatically under-researched.

**Keywords:** Integrated Marketing Communication, IMC, Effectiveness Measurement, Transition Market, Elaboration Likelihood Model, ELM, Kazakhstan.

## **Internationalization Barriers in Low-Tech South Asian Exporting Firms**

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This study identifies the barriers to internationalization in South Asian (Indian) low-tech exporting firms. Twenty-two industry-relevant barriers to internationalization were identified from the literature and a model was proposed using the exploratory factor analysis (EFA) and Confirmatory Factor Analysis (CFA) classifying the barriers under five categories, namely managerial, marketing, government, financial, and procedural barriers. The 175 final responses from entrepreneurs/managers of low-tech firms revealed a strong correlation among different categories of internationalization barriers. Among the barriers identified, procedural and regulatory barriers were the most significant followed by other internationalization barriers. This research contributes to firm internationalization theory by adding relevant entrepreneurial insights for the internationalization barriers in the South Asian low-tech export industry. The research has the policy and practical implications for the low-tech industry in South Asian countries. No previous research investigating internationalization barriers in the South Asian low-tech industry has been reported so far in the literature.

**Keywords:** Internationalization, Barriers, Export, Network Theory, India.

# **Entrepreneurship Through Business Model Replication: Ramifications for First, Early, and Late Movers Advantages**

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## **Abstract**

This systematic literature review attempts to understand the linkages between entrepreneurial ventures using a replicated business model and its ramifications on first, early, and late-mover advantage. The scope is limited to incidents in a new market entry based on a replicated business model. This review aims to understand the nuances of business model replication strategy, identifying any conceptual and theoretical gaps for future research.

**Keywords:** replication, business model innovation, entrepreneurship, strategic challenges.

# **The Use of Generative Artificial Intelligence (AI) Tools Such as ChatGPT in Marketing Education: (Potential Benefits and Challenges)**

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## **Abstract**

The introduction of ChatGPT, the artificial intelligence chatbot developed by OpenAI in November of 2022, has generated both excitement and concerns for its capacity to potentially disrupt many areas. This open-intelligence chatbot is now considered the fastest-growing APP in history. Just two months after its launch, it amassed 100 million monthly users. In addition, companies are heavily investing in and rapidly incorporating generative artificial intelligence, such as Microsoft's \$10 billion investment and the integration into its search engine. This study discusses this technology's potential uses and impact on marketing education. While, on the one hand, these tools offer the potential to revolutionize education by generating content such as text, images, videos, and music; it is essential also to consider potential issues such as the creation of non-existing references and misuse by students generating content for assignments and assessments. Regardless, this technology offers the potential to revolutionize the education landscape.

**Keywords:** Marketing Education, Generative Artificial Intelligence, Machine Learning, ChatGPT.



# Maintaining a Sustainable Employees Performance: A Jordanian Perspective

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## Abstract

In light of the challenges in the work environments, organizations have become interested in maintaining the sustainable performance of employees. One of the important practices in management to achieve the above objective is by pursuing organizational support and encouraging employees to go beyond their jobs' descriptions and roles by pursuing organizational citizenship behavior. A few studies have focused on the mediation role of organizational citizenship behaviour (OCB) in the relationship between perceived organizational support and their different outcomes. At the same time rarely, do studies target organizational identification as moderators in management research. The theoretical framework of this study was developed based on past research and the underpinning theories (social exchange theory and social identity theory). The aim of this study is to find the degree of the influence of perceived organizational support on employees' sustainable performance, as well as the mediating role of organizational citizenship behaviour and the moderating role of organizational identification. The population of this study is public hospitals in Jordan. A proportion-stratified sample, and the Partial Least Squares (PLS-SEM) approach were utilized to test the hypotheses. This study has implications for practice and theory. The result of this study can help managers from these organizations plan better practices to inspire employees to go beyond their job roles. Therefore, this is one of the first studies to discuss this relationship in the health sector of Jordan.

**Keywords:** Sustainable Employees Performance, Organizational Citizenship, Hospitals, Jordan.

# **The Frame of Reference Used by Key Boundary Personnel in Business-to-Business (B2B) Marketing in Diverse Cultures: A Comparison of Canada and Qatar**

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## **Abstract**

This study examines the theoretical and epistemological assumptions that underlie strategic decision-making in business-to-business (B2B) relationships by examining different organizational frames of reference (OFoR) used in two different cultures — (Canada and Qatar). A self-administered questionnaire was used to collect data in both countries. The data analysis was conducted via three stages; CFA, Indices calculation, and cluster analysis to examine the cross-national differences in various frames of reference.

The results indicated that managers with B2B responsibilities in both countries reflected aspects of all four types of OFoR, rather than just one. However, some differences in dominant types appeared between the two countries. Because the study was conducted in only two countries, the results, though insightful, could not be generalized. The results of this study might help persons in boundary positions in an organization better understand one another in a different culture by adapting other person's frame of reference.

**Keywords:** Frame of Reference, Key Boundary Personnel, Business-to-Business (B2B), Marketing, Diverse Cultures, Canada, Qatar.

# **Modelling Agile and Sustainable Sourcing Networks in a Supply Chain**

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## **Abstract**

Nowadays, an efficient and robust supply chain is essential for optimum sourcing strategies and for providing a product that could compete globally. Supply chain efficiency cannot be improved just by the adoption of agile and sustainable business strategies. However, the impact of these practices on supply chain efficiency needs an optimal evaluation. A few research studies expressly provide frameworks to merge agile and sustainable principles though, none offer links to the improvement of supply chain effectiveness. This research study seeks to bridge the above identified gaps by creating a unified framework for the identification of effective criteria that caters to the agility and sustainability practices for different supply chains and its practices. Our study's objective is to provide an implementable decision-making model that can be adopted by business firms and supply chains. To aid supply chain managers, a conceptual model is proposed based on Interpretive Structural Modelling (ISM), that is intended to help managers to incorporate the agile and sustainable criteria in their supply chains, as well as to identify and implement the strategical, operational, and performance level enablers.

**Keywords:** Agility, Sustainability, Interpretive structural modelling (ISM), Green practices, Diagraph, MICMAC matrix, Conical form matrix, India.

**Environmental, Social and Governance (ESG)  
Performance of Chinese Manufacturing Firms:  
Does State Ownership Matter?**

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**Abstract**

This study explores the impact of state ownership on the sustainability performance of emerging-market firms. It examines how state-owned Chinese firms orchestrate their sustainable performance strategies based on their unique profiles, contexts and characteristics. By empirically investigating the ESG performance and firm-level characteristics of Chinese manufacturing firms from 2010 to 2018, our study found that state ownership has a positive impact on the firms' environmental, social and governance (ESG) performance. The results also demonstrated that a firm's internationalization vision and managers' global experience can strengthen this relationship. The results from this study indicated that state-owned Chinese firms and privately-owned Chinese firms differ

substantially in their socially responsible behaviors. The findings implied that political affiliation could affect a firm's sustainability outcomes. Government officials in emerging countries can better use state-owned firms to achieve societal goals. Additionally, utilizing knowledge accumulated from foreign markets and top managers with global backgrounds are essential to improve state-owned firms' sustainability performance. This study contributes to the ESG literature by particularly investigating how organizational ownership and firm heterogeneous characteristics influence firms' ESG scores in Chinese market context.

**Keywords:** ESG performance, Ownership structure, State-owned enterprise, Internationalization, Top management team, Emerging market firms, China.

# **Entrepreneurship Ecosystem in Oman: Current and Potential Factors that Promote Entrepreneurial Culture: A Literature Review**

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## **Abstract**

In the Arabian Gulf region; the neighboring countries to Oman have benefited from providing rewarding entrepreneurship ecosystems by encouraging new initiatives and start-ups. Gulf states like Saudi Arabia, United Arab Emirates, and Qatar have appeared on the top ten according to the Global Entrepreneurship Monitor (GEM) index, while Oman was placed 13th in the same index (GEM, NECI, 2020). Many advancements can be done to secure a higher level of this index for Oman in future. This study is a part of an ongoing research about entrepreneurship ecosystem in Oman. It will review the available literature to build a solid background for the study and agree on a framework that can be used for the objectives of the study. The study will investigate the entrepreneurial ecosystem in Oman to see to what extent it can be improved to encourage new start-ups and ventures. This study is planned to use the qualitative approach to achieve its objectives and answer the relevant questions. This qualitative study will attempt to explore the possibilities related to the development of entrepreneurship ecosystem in Oman. Semi-structured interviews will be conducted to collect data from respondents affiliated with relevant organizations and ministries. To develop questions for semi-structured interviews, we will do a comprehensive review of literature and ecosystem studies in order to include all factors that might affect the development of entrepreneurship ecosystem for Oman. Data will be collected from these different sources in order to get a richer account of the matter. The study will have important implications for not only prospective entrepreneurs, but also for policy makers and relevant authorities in Oman.

**Keywords:** Entrepreneurship Ecosystem, Start-ups, New Venture, entrepreneurial culture, Oman.

# **Applying the Capability Maturity Model to Knowledge Leadership in International Contexts**

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## Abstract

Utilizing structural equation modeling, this study examines the path structure of our research model which incorporates the transactional and transformational management styles as mediators between knowledge leadership and organizational performance. This study delineates a comprehensive view of the capability maturity model which applies an integrative process-oriented approach towards knowledge management and knowledge leadership. There is a growing consensus in the broader management literature that leadership provides a powerful influence in each stage of the CMM. CMM is a methodology that uses best practices to improve performance with a systematic process that reduces risk of failure and improves productivity. In succinct form, we can say that CMM is organized according to five maturity levels and the higher the level, the greater the maturity of the organization's processes. Given the global context of business, it is critical to empirically examine the role of knowledge leadership and business performance across cultural contexts. We investigate knowledge leadership stages and leadership stages in three countries from Europe, Asia and Latin America. We contribute to the international operations management literature by examining the maturity levels in knowledge management in three cultures: France, India, and Mexico. Providing evidence that knowledge leadership leads to improved performance of firms, this study creates a robust approach to improve organizational performance through the utilization of a knowledge-related theoretical framework, the Capability Maturity Model. This study also contributes to practice, as a proposed management style will potentially amplify the relationship paths. Much more than the transformational leadership style, we reveal the significant impact of the mediating role of a transactional management style. The results hold while controlling for cultural environment of knowledge leadership and shows convergence across these three countries belonging to different cultural clusters.

**Keywords:** Capability Maturity Model, Knowledge Leadership. International Contexts, USA.

# **Impact of Energy Market Connectedness on Portfolio Diversification Across Multiple Crises**

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## **Abstract**

This study analyzes the interconnections and transmission effects of energy market returns in six developed countries during different crisis periods. From July 5, 1999, to July 3, 2021, the energy markets of Canada, France, Italy, Japan, the UK, and the US were studied using wavelet multiple correlation and cross-correlation methods. The research findings reveal that France, Italy, the US, and the UK's energy markets exhibit strong correlations across different scales. Specifically, the energy markets of France and Italy display notable correlation across lower frequencies, while Canada's market stands out as a significant net transmitter, exerting the most influence on the connectivity of all other markets. Combining the Japanese and Canadian energy markets with other markets, partnerships can provide diversification benefits. These findings have implications for market participant and economic agents to make informed investment decisions during various crisis periods.

**Keywords:** Energy indices; connectedness; diversification; crisis; wavelets, Oman.

# **Will the Pandemic Kill Globalization? Business Environment Amidst Post-Pandemic Era**

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## **Abstract**

Globalization has affected the business world for several decades in terms of a greater level of interactions between nations, integration of markets, liberalization of trade policies, increasing amount of trade and investment flows, etc. Multinational corporations have followed these trends by internationalizing their sales and supply chains with the help of the decline in communication and transportation costs. However, globalization has always been a controversial issue (Delios, Perchthold and Capri, 2021) and anti-globalization ideas have increased their influence in politics (Hatzigeorgiou and Lodefalk, 2021). Despite the arguments about positive effects of globalization in terms of improvements in welfare and economic development, there has been criticism about the threats and risks it carries (Tuncer, 2020) in terms of global issues like climate change, global terrorist activities, increased income inequality, etc. (Weber, Barma, Kroenig and Ratner, 2007). We have seen an increase in the critiques about globalization and the Brexit, protectionist policies in some countries like Brazil and the U.S.-China trade war are some examples of this trend. The Pandemic has affected several things including the perception about globalization. Covid-19 crisis has been spreading fast and created several medical, economic and social challenges across the world (Lorena, 2020). Several countries suffered from the effects of the Pandemic such as increasing level of unemployment, decline in trade levels, etc. (Bonciu, 2020). The Pandemic, with all the challenges it brought, has accelerated the spread of ideas against globalization (Delios et al., 2021; Tokic, 2020) as people blame globalization for the spread of the virus (Thangavel, Pathak, and Chandra, 2021). Developed countries also suffered from the supply of medical equipment at the early stages of the Pandemic and they realized several issues when they tried to produce pharmaceutical products to combat Covid-19 pandemic on their own (Khidasheli, 2020), which increased the frustration with the globalization and the Pandemic. So, how the Pandemic will affect globalization and what will political actors will do to defy globalization has been at the center of discussion since the beginning of the Pandemic (Enderwick & Buckley, 2020). Will the Pandemic be the final nail in the coffin of globalization and Covid-19 crisis will

kill the Globalization? How will firms behave in the Post-Pandemic era? What kinds of changes will we see in firms' strategies?

**Keywords:** Pandemic, Kill, Globalization, Business Environment, Post-Pandemic Era, USA.

# Mapping the Entrepreneurial Ecosystem Research: A Bibliometric Analysis

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## Abstract

The concept of entrepreneurial ecosystem (EE) is complex, and has found a prominent place among researchers, practitioners and policymakers alike. It seems however, that due to its rapid adoption, the research in this area has lagged behind the policy development. Heeding to the calls to address the issues of under-theorized and conceptually fragmented state of the extant literature, we undertook a bibliometric analysis. This analysis maps the academic research on EE, and highlights the key research trends and avenues. Our study contributes to the literature by offering new insights and perspectives on EE. In particular, our analysis identifies the most influential research papers on this topic, maps the extant research, visualizes the trends in this field of research through network analysis,

and highlights areas for future research. The results of this study help academics and practitioners to navigate the literature on EE, provide a map of existing evidence, and recommend promising avenues for future research.

**Keywords:** Entrepreneurship; Entrepreneurial Ecosystem; Innovation; Policy, Algeria.

# **Towards a Problematisation Framework for Embedding Fourth Industrial Revolution Technologies in Environmental Management Accounting**

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## **Abstract**

The manufacturing industry ought to be cognisant of a dyad between environmental management accounting (EMA) and the fourth industrial revolution (4IR) and how their interactions could assist in cleaner, greener and leaner manufacturing. During manufacturing processes, waste can occur owing to inefficiencies; therefore, the consumption of materials, water and energy can be higher than needed. Carbon emissions are also part of the manufacturing processes and can be traced and minimised. The flow of materials, water and energy should be monitored to ensure inefficiencies resulting in waste and higher costs are highlighted. An interpretive philosophy with a qualitative research choice is used to inductively review the literature and develop a problematisation framework to illicit the challenges in incorporating the promises and opportunities of 4IR technologies into EMA. The problematisation framework for EMA and the 4IR highlights the challenges encountered in manufacturing processes impacting the natural environment and linking EMA and the 4IR, thereby setting an agenda for future research.

**Keywords:** Cost, Environmental Management Accounting, Fourth Industrial Revolution, Pollution, Problematisation, Waste, South Africa.

## **Website Evaluation: Insights from Private Hospitals in Jordan**

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In recent years, the internet and its applications have become an essential resource for most organizations, enabling them to gain a competitive advantage. A website is one of the primary and most vital internet applications and has become a core tool for various types of institutions; public or private, large or small. In Jordan, telecommunications technology and internet services are advanced and accessible. The Jordanian healthcare system includes public, military, and private hospitals. Furthermore, it plays a critical role at domestic, regional, and global levels. The main objective of this study is to evaluate the contents of official websites of private hospitals in Jordan. The evidence gathered shows a wide variation across the websites of private hospitals. Very few have comprehensive contents, and the vast majority of websites are weak and unsatisfactory. According to our study's results, hospital websites primarily concentrated on technical characteristics and social media categories. This represents basic and simple information only, and less interactive use of the web.

**Keywords:** Website evaluation, healthcare, hospitals, Jordan, developing countries, Jordan.

# **Influence Of Income Level, Grit, and Employment Length on Employee Retention: A Malaysian Perspective**

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**Abstract**

This study focuses on the idea of "Grit," which has been shown to be a reliable indicator of success in the academic, sports, and law enforcement fields. Because of lack of comprehensive study on grit in business contexts, there is a vacuum in the business literature today. To find out if grit correlates with sales consultants' retention as evaluated by their willingness to stay or depart, this study examines grit among competitive and commissioned sales professionals. Participants were recruited using a purposive sample technique and satisfied the requirements for inclusion since they were over 21 of age, Malaysian nationals, and employed full-time as marketers. In order to determine whether there was a significant difference between three independent variables (income, grit, and length of work) in relation to retention as indicated by a desire to depart within one selected demographic, this study used a quantitative, nonexperimental research approach. Because each interaction gave a p-value higher than .05., the three-way Analysis of Variance (ANOVA) revealed that none of the examined interactions were statistically significant. Our study's findings demonstrated that other criteria are what ultimately determine whether an employment connection will be maintained or ended for a commissioned marketer. Future grit research may aim to investigate the phenomena with a broader emphasis that takes into account a wider diversity of workers in the workplace, a bigger range of employers, and a larger sample size.

**Keywords:** Income Level, Grit, Employment Length, Employee Retention, Malaysia.

# **The Effect of Toxic Leadership on the Organizational Culture of a Mosque's Leadership Team: A Malaysian Perspective**

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## Abstract

This study examines the effects of toxic leadership on the organisational culture of a mosque's primary leadership team. More particularly, it looks at how the toxic leadership of a senior leader impacted the leadership team's workplace culture. This research has also evaluated the team's culture after the senior leader departed the mosque and the mosque's actions to protect itself from toxic leadership in the future. In order to quantify toxic leadership; this study used a mixed-methods approach. Schmidt's Toxic Leadership Scale (2008) and Human Synergistic's Organizational Culture Inventory (Cooke & Lafferty 2000) were used as the foundation of the study. Our study's results showed that moderate to severe senior leader toxic leadership existed, which was defined by toxic behaviours such as excessive control, manipulation, and division as well as toxic attributes such as narcissism, self-interest, and intolerance to criticism and accountability. The study also discovered that senior leader toxic leadership had a negative impact on the team's organisational culture, which was characterised by among other things, conflict, inauthenticity, authoritarian control, neglect of the spiritual needs of the team and its members, and extremely low levels of team member satisfaction. Once the senior leader departed the mosque, a significant shift occurred in the team's organisational culture, which is characterised as collaborative, cohesive, empowering, and inclusive.

**Keywords:** Toxic Leadership, Organizational Culture, Mosque's Leadership Team, Malaysia.

# **Exploratory Factor and Reliability Analysis to Assess Cyberloafing Phenomenon in Malaysian Organizations**

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## **Abstract**

During the early years of the internet popularity; employees found cyberloafing during working hours were punished as most organizations believed that internet usage for non-work-related purposes will negatively affect productivity. However, there is limited knowledge regarding the phenomenon of cyberloafing in Malaysia. Therefore, the present study examined the reliability and validity antecedents of cyberloafing phenomenon. An online survey questionnaire was employed. The sample consisted of 104 respondents randomly selected from a private university wholly owned by the government of Malacca. The analysis was carried out through Exploratory Factor Analysis (EFA) via IBM-SPSS software. To measure the construct, the study initially developed 51 items; however, fifteen items were deleted as the factor loading was below the 0.6 cut-off point, while 36 items were retained as their factor loadings were higher than 0.6. Because this study validates the constructs that leads to improving cyberloafing understanding, the findings are particularly beneficial to Malaysian organizations. Our study's findings will help actions to be taken to improve moderate cyberloafing phenomenon in the Malaysian organizations.

**Keywords:** Cyberloafing, Malaysian Organizations, Malaysia.

# **Emotional Intelligence and Leadership Practices of Organizational Leaders and Entrepreneurs in Malaysia**

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## Abstract

Success for both individuals and organisations depends on effective leadership. In other words, leadership is important, but the organisational context that leaders work in is experiencing rapid change all the time. In order to cope with difficulties like greater diversity, varied work teams, high degrees of uncertainty, and the demand for more individualised strategies, new leaders will need to develop certain competencies. It's possible that emotional intelligence-related talents are exactly what today's leaders need (EI). This quantitative, non-experimental research study's goal was to investigate the connection between 178 organisational executives' leadership styles and emotional intelligence (EI). EI is the independent variable, while leadership behaviors as outlined by Kouzes and Posner are the dependent variable. This study's objectives and hypotheses are addressed using multiple regression analysis and Pearson correlation analysis. The results of this study support the idea that successful leadership practises and an individual's capacity to comprehend and control their emotions are related. This association exists after adjusting for the influence of the leader's age, gender, personality, and years of leadership experience.

**Keywords:** Ability Model, Emotional Intelligence, Leadership Practices, Organizational Leaders, Entrepreneurs, Malaysia.



# **Transformational Leadership and Organizational Effectiveness: A Case Study of Malaysian Corporate Organizations**

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## Abstract

One of the most important factors influencing an organization's effectiveness is its leadership. Very few studies have examined the relationship between *Full Range Leadership* (FRL) and organisational performance in Malaysian Corporate Organizations (MCOs). The main driving force for this study has been the paucity of empirical research, the growing usage of FRL in assessing pastoral leadership (Rowold, 2008), and its significant and positive correlation with successful organisations as documented in the leadership literature. To ascertain preferred leadership styles and whether there is a significant relationship between senior leadership styles and organisational performance, 270 participants at 10 MCOs in Johor, Malaysia, were given the Multifactor Leadership Questionnaire (MLQ-5X), a tried-and-true leadership assessment test. The questionnaire, which was developed and revised by Bass and Avolio (2004), measures three objective aspects of organisational performance: congregation members' contentment with leadership, motivation to exert further effort, and perceived leadership effectiveness. The results of the descriptive analysis revealed that senior leaders at MCOs scored fairly high on the average of all responses and on six of the nine leadership factors, indicating that senior leaders at the targeted organisations exhibited the Full Range Transformational Leadership Model (FRLM) style. Multiple regression analysis of the combined leadership component scores showed that integrated particular parts of the (FRLM) increased congregational contentment, drive to exert more effort, and perceptions of leadership effectiveness.

**Keywords:** Transformational Leadership, Organizational Effectiveness, Full Range Leadership, Malaysian Corporate Organizations, Malaysia.

# **Relationship Between Succession Planning and Leadership Style in Malaysian Organisations**

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## Abstract

Scholarly studies have found a strong relationship between succession planning and three leadership philosophies advocated by the Full Range Leadership Theory (FRLT): transformational leadership, transactional leadership, and passive-avoidant leadership. In order to broaden the study of succession management beyond the top levels of executive management or family organisations, this nonexperimental, quantitative, explanatory study examines the relationship between senior managers' leadership style and succession management in Malaysian organisations. 215 middle-level human resource managers from Malaysia took part in an online Multifactor Leadership Questionnaire (MLQ) with a focus on succession planning. The goal of the study was to determine whether a link existed and whether it was statistically significant. The data was examined using multiple linear regression analysis and descriptive statistics. Multiple regression was used to examine the data with a p-value cut-off for statistical significance. The findings showed that each leadership style in the full range leadership theory and succession management had a statistically significant beneficial association.

**Keywords:** Succession Planning, Leadership Style, Relationship, Malaysian Organisations, Malaysia.

**The Mediating Effect of Organizational Culture Between Talent Management and Employee Retention of University Staff:  
A Malaysian Case Study**

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## Abstract

This study examines the influences of organisational culture as a mediator for the relationship between talent management and employee retention. Talent variables used in this study were talent management mindset, the pride in organisation, strategic recruitment, strategic development and strategic rewards. Organisational culture was measured in terms of involvement, adaptability, consistency and mission. Employee retention was measured by the tendency of workers to remain in the organisation. The sample of this study consisted of 280 educators from the Universiti Teknologi Malaysia (UTM) who were selected through stratified random sampling. The research model was constructed and tested using IBM Statistical Package for Social Sciences (SPSS) AMOS. Regression Analysis, used to test the hypotheses, showed that all talent management variables significantly influence the employee retention. The multiple regression revealed that organisational culture has a full mediator effect in the relationship between strategic recruitment and employee retention. This study also identified that organisational culture has a partial mediating effect in the relationship between talent mindset, the pride in the organisation, strategic development, and strategic rewards with employee retention. The findings of this research support the outcomes of the previous studies and the theories used in this study. Finally, this study provides suggestions on employee retention problems to organisations, employees, human resource practitioners and future researchers based on effective talent management and organisational culture.

**Keywords:** Talent management, organizational culture, employee retention, Malaysia.

# **Determinants of Islamic Saving Accounts' Usage by Islamic Schools' Students (Santri) at BMT (Baitul Maal Wattamwil) (Indonesia)**

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## **Abstract**

This study examines factors influencing Islamic saving accounts' usage at the BMT (Baitul Maal Wattamwil) of Roudhotul Qur'an Islamic Boarding School in Metro City, Indonesia. This study used a quantitative research design for data collection using semi-structured questionnaire. Data was analyzed through Multiple Linear Regression using SPSS Statistic 23. Our study's results show a significant influence of Education, Information, Socio-Cultural & Economic, Environment, Age, and Experience for pursuing saving transaction intentions at BMT. The research results contribute to the management of

BM to redesign the marketing strategy, especially in terms of marketing communication strategy for encouraging Islamic students to have a saving account development mechanism in place.

**Keywords:** Saving Account Transaction, Education, Information, Socio-Cultural, Economic, Environment, Age, and Experience, BMT, Indonesia.



# **Determinant of Customer Orientation in the Indonesian Public Sector**

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## **Abstract**

This study examines determinants of Customer Orientation in the Indonesia Public Sector, moderated by the Empowerment and Remuneration. This study employed quantitative research design, and semi-structured interviews with 290 civil servants from the Provincial Civil Service Agency of South Kalimantan, North Sulawesi Utara, South Sumatera Selatan, Lampung, South Sulawesi, West Sumatera, West Papua, North Maluku, and Papua Province regions of Indonesia. A Cluster Sampling technique was deployed for analyzing data using Structural Equation Modelling (SEM) with LISREL Statistical

application. Our study's results show Customer Orientation could be optimally executed by implementing optimum working standards and higher internal service quality could improve civil servants' satisfaction. The moderating role of civil servants' empowerment and remuneration significantly strengthens customer orientation development toward external customers. The results contribute mainly to the board and management of the Provincial Civil Service Agency to develop a Customer orientation policy so that the civil servants can serve higher quality service to external customers that also bring about external customers' satisfaction. As an example, public sector management can develop higher internal service quality by implementing a standard of operational works in terms of effective working time, as the Kaizen Model suggests. Another contribution of our study is to create a strategy for how civil servants can keep in touch with the management of the public sector and build engagement of the civil servants to improve their services toward external customers.

**Keywords:** Customer Orientation, Working Standard, Internal Service Quality, Empowerment, Remuneration, and Satisfaction, Indonesia.

# **Does Social Media Engagement or Individual Motivation Affect Fear of Missing Out Purchase Intentions for Food and Beverage Products: An Indonesian Experimental Study**

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## **Abstract**

This study examines whether social media engagement or individual motivation affect Fear Of Missing Out (FOMO) buying food and beverage products. A quantitative research design was employed using experimental design covering over 300 participants from Masters and Ph.D. students at an Indonesian university. Data was analyzed using Structural Equation Modelling (SEM) with the help of AMOS. The novelty value of this research has been the mediating role of FOMO in the pursuance of social engagement or

individual motivation for purchase intentions based on a multi-group sample (Milenial and Z Generation) by integrating Self Determination Theory and Digital Marketing Concept so that the management of Food and Beverage issues could be optimally executed based on the principle of market segmentation.

**Keywords:** Social Media Engagement, Individual Motivation, Fear of Missing Out, Purchase Intention, Indonesia.

# **The Moderating Role of Tax Bleaching Program and Patriotism in Strengthening the Compliance Intentions of Indonesian Motor Vehicle Tax Payments Program**

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## **Abstract**

This study examines the determinants of tax payment compliance behavioral intentions, using Theory of Reasoned Action (TRA), namely the factors of Tax Fairness and Trust in the Government that influence Taxpayer Attitudes, as well as examining whether Tax Bleaching Program and Patriotism moderate the effect of Taxpayer Attitudes on Compliance Intentions of PKB Tax Payments. The low achievement of the tax payment target has happened across Indonesia due to the Tax Compliance Behavior of Indonesian

Taxpayers, especially for the Compliance Behavior of Motor Vehicle Tax Payments (PKB) as a source of Regional Original Revenue (PAD) in the low category. This study examines the determinants of tax payment compliance pertaining to behavioral intentions, using Theory of Reasoned Action (TRA), namely the factors of Tax Fairness and Trust in the Government that influence Taxpayer Attitudes, as well as examining whether Tax Bleaching Program and Patriotism moderate the effect of Taxpayer Attitudes on Compliance Intentions of PKB Tax Payments. Our study was pursued by using a Quantitative Research design for hypothesis testing, using a sample of 260 respondents who had arrears in PKB tax payments and had participated in the Motor Vehicle Tax Bleaching Program as an application of the technique (purposive sampling) taken from the number of taxpayers in two Indonesian provinces of high category, two Indonesian Provinces of the medium type and two Indonesian provinces of the low kind in order to meet the target achievement. Data was analyzed using Structural Equation Modelling (SEM)-Based Covariance through the statistical application LISREL 8.80. Instrument measurements use variable instruments from previous studies who have fulfilled the results of the Measurement Validity and Reliability tests (the Convergent Validity value of at least 0.50 and the Reliability value of "CR" of at least 0.70, according to Hair et al., 2018). Our study's results show that Trust in the Government is the most significant determinant of Taxpayer Attitudes, compared to Tax Equity, which has an impact on the formation of Compliance Intention to pay taxes which is also higher than Tax Equity. Patriotism and Tax Payer Patriotism and Taxpayer Patriotism moderate the effect of Taxpayer Attitudes on Compliance Intention to pay taxes. However, the value of more significant moderating effect is the Bleach Program as the most vital driving force to create Compliance Intention to pay taxes. These results contribute to related government policies to develop prudent policies in order to increase taxpayers' trust in the Indonesian government so that compliance with tax payments is higher, which has an impact on improving the realized value of paying taxes that exceed 100%.

**Keywords:** Moral Obligations, Tax Fairness, Trust in Government, Tax Awareness, Behavioral Intentions, TPB, Indonesia.

# **Digital-Based Sustainable Tourism Village Development in Indonesia**

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## **Abstract**

This study examines the community empowerment role in the development of digital based sustainable tourism industry at the Minang Rua Beach (Indonesia). Our study employed a sustainable tourism development model through the role of local community empowerment as the core of the Cittaslow philosophy. Local community empowerment affected by psychological and social aspects determines sustainable tourism development. Our study used a qualitative research design by implementing Qualitative Content Analysis, which emphasizes emerging categories and a significant understanding of the sustainable tourism model. The results of our study demonstrate that the more effective the collaboration among the government, the local community empowerment, and the entrepreneurs of the tourism industry, the higher would be sustainable tourism development.

**Keywords:** Sustainable Tourism, Local Community Empowerment, Tourism Industry, Indonesia.



# **Determinants of Digital Payments Acceptance Program for the Sustainable Development of Indonesian Small and Medium Enterprises (SMEs)**

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## **Abstract**

This study examines determinants of Digital Payments acceptance and continuance to develop sustainable Indonesian SMEs performance moderated by Organizational Culture and Business Environment Variables. The quantitative research design was employed with a purposive sampling technique to collect primary data from 300 Indonesian SMEs based on high, medium, and low volume number of SMEs using a semi-structured questionnaire. Data was analyzed using Structural Equation Model (SEM) with AMOS statistical

application by referencing the Extended-Technology Acceptance Model (Extended TAM) and Extension of Technology Continuance Theory (TCT). This research's novelty value has been integrating the Extended TAM and TCT by including the moderating role of Organizational Culture and Business Environment Variables in developing Sustainable SMEs Performance in Indonesian context.

**Keywords:** Digital Payment, Organizational Culture, Business Environment, Sustainable SME Performance, Extended-Technology Acceptance Model (TAM), Extension of Technology Continuance Theory (TCT), Indonesia.

# **The Mediating Role of Employees' Engagement in Developing Sustainable Regional Development Bank Performance Across Indonesia**

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## **Abstract**

This study examines Employees' Engagement as a mediating role in developing a sustainable Regional Development Bank performance. It also analyzes determinant factors of the Employees Engagement effect. A Quantitative research design was employed by implementing a semi-structured interview with 561 Banking Employees at the Indonesian Regional Development Bank. Data was analyzed using Structural Equation Modeling (SEM) Analysis with LISREL statistical application. Our study's results show that Leadership Style, Training Program, and Career Path Development have a significant determinant effect on Employees' Engagement of Indonesian Regional Development Bank. Meanwhile, Employees Engagement has an essential mediator in the impact of Leadership Style, Training programs, and Career Path Development on sustainable Regional Development Bank performance. The higher was Engagement of Regional Development Bank employees, the higher was the sustainable Regional Development Bank performance due to Leadership Style, Training Program, and Career Path Development. The novelty value of this research has been the mediating role of Employees' Engagement in the Indonesian Regional Development Bank.

**Keywords:** Leadership Style, Training Program, Career Path Development, Employees Engagement, and Sustainable Regional Development Bank performance, Indonesia.

# **Digital Content Marketing: Attracting Tourists by Implementing Experimental Research Design: An Indonesian Perspective**

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## **Abstract**

This study examines the effectiveness of digital content marketing using Gratification Theory by implementing digital channels, such as search engines, websites, emails, social media, and mobile Apps. Digital content marketing has grown and aims to communicate the advantages of products and services to customers so that customers have the intention to buy these products and services. However, digital content marketing still needs to achieve its ultimate goal. Viewers watch digital content marketing broadcasts but

sometimes have no intention of buying these products or services. This study examines the effectiveness of digital content marketing and measures it to determine whether the contents of digital content marketing are beneficial for tourism development and its management. Our study's data was collected from over 200 tourists participants and it yielded valuable results demonstrating that digital marketing contents effectively influence tourists decision making primarily via video YouTube.

**Keywords:** Digital Content Marketing, Uses and Gratification Theory, Experimental Design, Indonesia.

# **Loyalist Voters Behavior in the Election of Indonesian House of Representatives**

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## **Abstract**

This study examines Loyalist Voters' Behavior due to the Parties Image, and Candidates' Image, moderated by Trust and Closed Culture to the Representative Candidates, based on Multi-group sample analysis between Youngers and Baby Boomers Voters. The quantitative research design was pursued by distributing the questionnaire to 270 voters using a purposive sampling technique. By employing Structural Equation Modelling (SEM) with the LISREL application, Parties, and Candidate Images were found to significantly affect Loyalist Voters. If the voters have more trust and a strong Closed Culture with the representative candidates, the highest loyalist voters engage in choosing

the Representative Candidates. Younger Voters have lower loyalty than Baby Boomers Voters, so this implies that future research needs to be conducted to analyze whether the political education of Younger Voters is low or no care about political parties due to being un-trusted toward the unfair election process.

**Keywords:** Party Image, Representative Candidates, Closed Culture, Trust, and Loyalist Voters, Indonesia.

# **Can a Good e-government and Human Capital Fight The Corruption?: Benchmarking Between Developed and Developing Countries**

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## **Abstract**

This study examines the impact of e-government and human capital on curbing corruption. Our study analyzed panel data from 45 developed countries and 70 developing countries covering a period of 2004 to 2022. EDGI's data was used to measure e-government, HCI's data to measure human capital, and CPI's data to measure the level of corruption. Fixed and random effect models were employed to perform the Regression Analysis. The results show that e-government and human capital have a significant effect on the level of corruption in both developed and developing countries. The better implementation of e-government and human capital, the greater chance for a country to be clean of corruption. Thus, this study provides policy implications for developing countries to improve the implementation of e-government and human capital index as in developed countries.

**Keywords:** e-government, Human Capital, Corruption, Indonesia.

# **Perceived Value of Bank Assured Insurance Product(s) for the Indonesian Consumers**

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## **Abstract**

Bancassurance is an insurance product developed in collaboration with other financial institutions; considering insurance product in emerging countries needs to grow due to its lower demand. Indonesian consumers do not foresee any benefit in insurance products. Insurance is not part of their lifestyles, and they still feel that their income should be allocated primarily to products where the benefits are both tangible and visible to them in life. They do not know that insurance is a product for protecting people's future risks. They think that the risk is destiny. Therefore, this study aims to analyze whether the

perceived value and knowledge can affect the intention to use through the mediating role of attitude and to examine whether income and lifestyle moderate the effect of attitude on intentions to use. This study applied the quantitative research design by distributing the online questionnaire to 430 bank customers from 4 four of Indonesia's biggest banking companies in terms of their financial assets (BRI, MANDIR, BCA, BNI) using purposive sampling technique. Data was analyzed using Structural Equation Modelling. Our study's results show that attitude significantly affects the intention to use Bancassurance, caused by perceived value and knowledge. Income and lifestyle significantly moderated the effect of attitude on intention to use Bancassurance. Higher income and higher education showed strongest intention to use Bancassurance. The management's contribution is to redesign the marketing strategy primarily in terms of integrated communication strategy to induce the higher knowledge of the bank customer toward the usefulness of Bancassurance in protecting against future risk(s).

**Keywords:** Income Lifestyle, Perceived Value, Knowledge, Attitude, Intention to Use Bancassurance, Indonesia.

# **Entrepreneur Accountants as a Career Choice in Indonesia: An Application of the Social Cognitive Career Theory Model**

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## **Abstract**

Indonesia has an ever increasing need for qualified professional accountants to service the needs of business firms across a vast country of over 17,000 islands and 250 million people. Professional Accountants have the chance to serve entrepreneurs in various industries, and that could be an effective platform to learn about a wide range of business models and to conceive, nurture and pursue new business ideas. The purpose of this study is to examine the application of the Social Cognitive Career Theory in explaining how accounting students' career interests, goals, and intentions are related to their self-efficacy beliefs and outcome expectations as an entrepreneur accountant. Our study's results offer first-hand evidence for students' career choices. These finding are further interpreted, and pedagogical recommendations are provided to educators to utilize them in their curriculum to enhance students' accounting self-efficacy and outcome expectation. The recommendation obtained can be used to help boost students' professional interests and intentions to major in accounting and pursue a career as an entrepreneur accountant.

**Keywords:** Entrepreneur accountants, social cognitive career theory, Indonesia, accounting education, Indonesia.

# **Developing Sustainable Marine Ecotourism in Triton Bay (Indonesia): A Community-Based Management Approach**

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### **Abstract**

The growth of marine ecotourism is critical for ensuring tourism industry's sustainability while encouraging community engagement and fostering regional economic development. The Triton Bay area of Indonesia holds great promise for the development of community-based marine ecotourism, setting it apart from similar prospects in Indonesia. This research study endeavors to unlock the region's potential for community-based marine ecotourism. It has utilized the system dynamics model facilitating the integration of variables influencing the establishment of marine ecotourism communities. Our study's descriptive method serves to articulate factors that are pertinent for the growth and progress of ecotourism. This study's results showed that a surge in yearly tourist arrivals beyond the usual numbers had a notable impact on the regional economy and the general welfare of its residents. A balanced strategy is warranted as an optimal approach for developing marine tourist destinations. A practical approach developed by deploying projections model suggests a 25% uptick in domestic tourism, with a 3% rise every five years, ultimately leading to a significant boost in tourism by 2031. In an ambitious scenario, tourist arrivals could escalate by 5% every five years, and by 2040, tourism could surpass initial projections. In the moderate option, visitors' stays could last only 4-5 days, whereas in the more ambitious scenario, stays could extend to 5-8 days.

**Keywords:** Community-Based, Ecotourism, Tourism Management, Triton Bay, Regency, Indonesia.

# **Impact of CEO Overconfidence on Dividend Policy: An Indonesian Case Study**

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## **Abstract**

This study examines the impact of CEO overconfidence on dividend policy and investigates the moderating effects of maturity and financial resources on this relationship. Our study's research population consisted of non-financial firms listed on the Indonesian Stock Exchange in Jakarta with a sample size of 115 companies observed for ten years (2010-2019), yielding 1150 observations. The data used was an unbalanced sample due to differences in listing history among the sample companies. Panel data regression analysis was employed as the method of data analysis. Our study's findings indicate that CEO overconfidence significantly affects dividend policy in Indonesian companies. Additionally, this study reveals that maturity weakens the impact of CEO overconfidence on dividend policy, while financial resources enhance its influence.

**Keywords:** CEO Overconfidence, Dividend Policy, Maturity, Financial Resources, Indonesia.



# **Determinants of Higher Education Choice in Indonesia by Using Theory of Planned Behavior**

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This study examines determinant factors of Higher education choice by using Theory of Planned Behavior (TPB) perspective. It also examines the mediating role of Attitude, Subjective Norm, and Perceived Behavioral Control in Higher education choice. Data was collected by semi-structured interviews with 471 students using the cluster sampling technique. Data was analyzed using Structural Equation Modelling (SEM) with AMOS statistical application. Our study's results show that Attitude and Perceived Behavior Control

significantly affect Higher education choices. Otherwise, Subjective Norm has little effect on Higher education choice due to the insignificant impact of eWOM on Subjective Norm. Meanwhile, eServequal affects Attitude, and Higher Education Brand Equity affects Perceived Behavioral Control. Also, eSerqual significantly determines Higher Education Brand Equity. Social Media has a significant positive effect on Subjective Norms. Furthermore, Subjective Norm does not mediate the impact of eWOM and Social Media on Higher Education Choice, except Attitude and Perceived Behavioral Control.

**Keywords:** Higher Education Choice, Attitude, Subjective norm, Perceived Behavioral Control, Indonesia.

# **The Mediating Role of Trust, Organizational Identification, Employee Involvement and Organizational Commitment in the Indonesian Banking Industry**

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This study examines the mediating role of organizational trust, identification, and employee involvement in the relationship between corporate social responsibility (CSR) and organizational commitment in Indonesian financial institutions. Our study's results show that organizational identification partially mediates the relationship of CSR to social and non-social towards commitment. Furthermore, trust partially mediates the relationship between CSR to the government toward commitment.

**Keywords:** Corporate Social Responsibility, CSR, Organizational Identification, Employee Decision, Trust Organization, Organizational Commitment, Indonesia.

**Management Discussion and Analysis (MD&A) Disclosure in  
Moderating Earnings Quality on Stock Return:  
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**Abstract**

This study aims to determine the effects of Earnings Quality and Management Discussion and Analysis (MD&A) disclosure on Stock Returns and whether MD&A Disclosure can moderate Earnings Quality on Stock Returns. A quantitative design was

applied to address the research objectives by using the secondary data panel from the Indonesian company's annual financial reports of 50 Leading Indonesian Companies for a seven years time-frame (2014 – 2020). Data was collected via purposive sampling technique, and then this data was analyzed by a stochastic model of Ordinary Least Square with EVIEW statistical application. Our study's results proved that Earnings Quality and MD&A Disclosure positively affect *returns* within five days after the company discloses the MD&A. MD&A disclosure is an information content that reduces asymmetry information and plays a moderating role in strengthening the impact of the earnings' quality on returns. The more detailed the MD&A disclosure, the more substantial the excellent return is due to the good earning quality performance, even though it still has limitations, especially in measuring the earning capability with the accrual approach and earning predictability, and no examination of market efficiency. The moderating role of MD&A disclosure using the indicators of The Indonesian Financial Services Authority is a novelty value in strengthening the impact of Earning Quality on Returns.

***Keywords:*** Earnings Quality, MD&A disclosure, Stock Return, Indonesia.

# **Factors Influencing the Adoption of Digital Currency Among Senior Citizens of India**

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## **Abstract**

The evolution of banking system to digital currency can be traced back in the early 2000s with the advent of online banking and e-commerce. Banks and other financial institutions scanned the market and realized the potential in digital currency and started incorporating it into their operations. Therefore, digital currency is innovatory and is in initial stages showing great potential in eliminating the physical cash (Villaverde et al., 2020). Central bank digital currency refers to a digital version of country's fiat currency, issued and backed by the Reserve Bank of India that can be held in accounts or token-based wallets (Ahmat & Bashir, 2017; Ozili, 2022). Central bank digital currency (CBDC) is a digital game changer, which could positively affect the future of financial access, acceptance and resilience. While the central bank is targeting the masses to avail this service, where the prime component to exercise the digital currency platform is merely a smartphone and the internet, however, is neglecting the senior citizen of our society. According to the Population Census 2011, there are nearly 104 million senior citizens (aged 60 years or above) in India. According to the report of Technical Group on Population Projections for India and Stated 2011-2036, there are nearly 138 million elderly persons (67 million males and 71 million females) in India in 2021 and is expected to increase by around 56 million elderly persons in 2031. Scholars have argued that the central bank digital currency is in its initial stages, resulting in the initial resistance to

adopt especially by the senior citizens strata of India because of their ignorance and poor knowledge of IT platforms. When planning this study, we believe that there is a gap area that needs to be addressed. In the present study, we examined the variables influencing the innovation resistance theory for the senior citizens of India. In this regard, we investigated the participants' resistance to change in the context of adoption of the digital platforms across India. The current study used a framework model of Innovation Resistance Theory (IRT) to answer the specified research questions. The IRT includes two broad categories of barriers: (i) functional and (ii) psychological (Ram & Sheth 1989). Our study will be a beneficial work for the policy makers across India in order to frame pragmatic policies effectively for the betterment of the country. In India, where the digital literacy is very low, it is high time to formulate our country's policies in such a way that every section of the society has access to important information. It is significant to examine and address the hindrances in the adaptation of the technology systems among the senior citizens of India.

**Keywords:** Adoption, Digital Currency, Senior Citizens, India.



# **The Effect of Mediation Intervention of State Mindfulness and Psychological Stress: An Indian Perspective**

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## **Abstract**

Meditation is a form of contemplative practice that has gained increasing attention in recent years due to its potential benefits for mental health. This study investigates the effect of cyclic meditation on state mindfulness and psychological distress in school children. A randomized controlled trial was conducted with a sample of 100 school children aged between 10 -14 years old, randomly assigned to either a meditation or a control group. The meditation group received cyclic meditation training five times a week for one month, while the control group did not receive any intervention. Our study's results demonstrate that the intervention significantly impacted increasing state mindfulness in the meditation group compared to the control group. In addition, there was also a significant decrease in psychological distress in the meditation group compared to the control group. These findings suggest that cyclic meditation is a useful intervention to improve state mindfulness and reduce psychological distress in school children.

**Keywords:** Cyclic Mediation; State Mindfulness; Psychological Distress, India.

# **Technology Adoption in Trade Promotions: Using Endowment Effect to Influence Channel Relationships**

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## **Abstract**

Well-planned trade promotions reinforce channel relationships. However, information asymmetry in distribution channels distorts intended impact of trade promotions by inducing seller opportunism, perception of unfairness and channel conflict. Motivated by these concerns, this study explores how inducing endowment effect in trade promotions mitigates channel relationship poisoning, boosts retailer's performance and lifts channel satisfaction. The novelty of our study's approach lies in combining trade-promotions with endowment effect (in the form of conditional credit) through tech-adoption. Tech-adoption is a necessary part of this endeavour, since sans technology, credit leakage sets in thereby nullifying the offered trade promotion itself. This study is a qualitative study based on in-depth interviews of retailers, belonging to 'consumable' and 'durable' goods industries. This study

seeks to refine the theoretical inputs (mediators and moderators; and other causal links) obtained from the literature review on trade-promotions, and channel-relationships. Bringing in the necessary retailer's perspective, this study presents a conceptual framework on how endowment-effect and trade-promotions influence sales, channel-satisfaction, perceived-unfairness, seller-opportunism, and channel-conflict.

**Keywords:** Trade Promotions, Endowment Effect, Technology Adoption, Channel Relationships, Qualitative Study, India.

# **Platform Brands: Review and Classification of Digital Platforms from a Branding Perspective**

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## **Abstract**

Digital platforms have seen phenomenal growth in the past few years and a diverse array of research on this topic across various disciplines has been undertaken across the world. However, the implications of platforms from the conceptual underpinning of branding remain limited. This study, therefore, sheds light on platform brands by crystalizing extant research on digital platforms and then relating it to theoretical aspects of branding. A representative sample of 48 platforms across major categories was taken and classification of the platforms on two key axes: the extent of (1) brand extension and (2) brand interaction was performed. Subsequently, numeric scores were assigned to each platform brand based on the aforementioned attributes. Consequently, four types of platform brands emerged: (i) holistic, (ii) zealots, (iii) exclusivists, and (iv) ingrowth platform brands. Our study's findings offer insights regarding the impact of attributes such as network effects, brand architecture, and interactions on platform brands and how different types of platforms can leverage the same to strengthen the 'brand'. This study concludes with implications for brand managers and theory that pushes the boundaries of branding thought in the flourishing domain of digital platforms.

**Keywords:** Platform Brands, Review, Classification, Digital Platforms, India.

# **Corporate Social Responsibility Practices and Drivers Across Various Industrial Sectors of India**

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## **Abstract**

The need for Corporate Social Responsibility (CSR) was well demonstrated due to the health havoc caused by the COVID-19 epidemic in the form of millions of deaths across the world. Companies and different stakeholders have been focusing their attention on CSR practices. Various scholars have examined the dynamics and impacts of CSR practices adopted by various Indian companies before and after the COVID-19 epidemic. These practices have been appended to a new list to take better care of all stakeholders. It has pushed new dimensions of various drivers to motivate companies to do business in the best interest of saving the environment and ecology. Our study attempts to examine various CSR practices and drivers in action in the present business scenario of India.

**Keywords:** Corporate social responsibility, CSR drivers, Stakeholders, CSR practices, Financial performance, environment, ecology, India.

# **Dynamics of Influencer Marketing**

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## **Abstract**

In today's digital age, influencer marketing has emerged as a powerful tool for businesses looking to promote their products and services. While influencer marketing has been widely adopted in major Indian cities, its potential in India's two-tier cities has not yet been fully realized. Our study bridges this gap by conducting a survey of influencers operating in two-tier Indian cities to gain a better understanding of their techniques and strategies for engaging with their followers and promoting brands on social media. This study will focus on key factors such as the types of content influencers create, the platforms they use to reach their audience, and the metrics they use to measure the success of their campaigns. Our study will also examine the challenges that influencers face in two-tier Indian cities such as limited resources and a less developed digital infrastructure. Our study wishes to identify best practices and key considerations for brands looking to pursue influencer marketing campaigns in India's two-tier cities.

**Keywords:** Influencer Marketing, Social Media, India.

# **Social Undermining: A Systematic Literature Review**

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## **Abstract**

This study synthesizes the extant literature on social undermining and identifies the underlying themes based on antecedents, consequences, and boundary conditions. The current systematic literature review has been done following a four-step methodology to understand the field comprehensively. The review employs content analysis to generate themes on social undermining. This study has identified themes in the field of social undermining based on antecedents, consequences, and boundary conditions. Further, the identified themes were classified into the individual, group/team, and organizational levels. A conceptual framework shows how antecedents impact social undermining, leading to psychological and behavioral outcomes. The study's results are essential for scholars and practitioners as it will help them understand the existence of social undermining and identify potential strategies to evade the adverse effects of social undermining. It will also help them develop effective policies that

result in positive employee attitudes without intending to harm other employees. This study is the first to enhance the extant literature on social undermining by identifying themes to develop a comprehensive understanding of the field and mapping them through a conceptual framework. Additionally, the review highlights the gaps in the extant literature and provides research directions for the scholars.

**Keywords:** Social undermining, Systematic literature review (SLR), Antecedents, Consequences, Boundary conditions, India.



# **Fan and Fandom Marketing: A Bibliometric Analysis**

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## **Abstract**

Fan and fandom marketing is a noteworthy field with significant ramifications for both consumers and marketers. Consequently, marketing academics and scholars have paid close attention to this field of research. Using the VOSviewer program and the Bibliometrix R package, we provide a bibliometric study of 429 articles from the Web of Science (W.O.S.) database from 2003 to 2023. This study analyses fan and fandom marketing literature and provides a comprehensive overview of its publication patterns, significant sources, remarkable articles, notable topics, themes, imminent researchers, global scope, and the level of collaboration. The literature is subjected to content analysis to generate critical segments: (i) statistical aspect and characterization of brand community, (ii) customer's relationship with brands, and elevation in the Web 2.0, and (iii) less pleasant side of the relationship between fans and teams, along with scales developed. This study provides readers with an up-to-date

summary of the literature on fan and fandom marketing. It emphasizes the need to foster better researcher collaboration and raise awareness of the field among academics.

**Keywords:** fan, fandom marketing, bibliometric analysis, future research agenda, India.

# **Dynamics of the Unstructured Data Analytics of the Indian Hospitality Industry**

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## **Abstract**

Online reviews play an important role on digital platforms to help consumers to buy products and services. With the advancement of social media, it is easier to communicate through text as consumers post their reviews online. A lot of attention is being given to the determinants of guest satisfaction and consumer behaviour in the tourism literature. Therefore, it is essential to identify consumers' new perceptions and expectations that lead to positive and negative opinions towards the service providers. The polarity of any product or service can be calculated by reading online reviews. There is a lot of unstructured data which is produced every day. Online reviews are an example of unstructured data. Natural Language Processing (NLP) is widely used in the field of data science which helps in understanding the text data. Sentiment Analysis is a sophisticated technique which is used to understand consumers' sentiments about products and services. It is widely used by companies to understand the views of consumers in order to provide better services to them. NLP techniques can be used to segment and target the consumers in the best way possible. Topic modeling, an unsupervised machine learning technique can decipher topics from a corpus such as online reviews, online reports, news covers, etc. In this research paper, the Latent Dirichlet Allocation (LDA) method, one of the modeling methods capable to determine the hidden topic

of a document, is used. Such a hidden topic is the important words or the often-appearing words in the corpus calculated based on the probability of proximity of topic-document and word-topic. It is combined with Sentiment Analysis to study the reviews about five-star hotels. The online reviews regarding five-star hotels are extracted from Trip Advisor through web scraping. There are different techniques of web scraping as well such as python, web scraper and octaparse. By comparing the characteristics of the accommodations between five-star hotels, our study reveals differences in topics of importance between different characteristics of the accommodations. Specifically, we find a higher importance for points of competition and points of uniqueness among the accommodation characteristics. This study has implications for how hospitality managers can improve customer satisfaction and how scholars can measure customer satisfaction more precisely in the hospitality industry.

**Keywords:** Unstructured Data Analytics, Hospitality Industry, India.

# **Intellectual Property Management and Strategy: A Bibliometric and Systematic Literature Review**

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## **Abstract**

This study analyses ever increasing scholarly literature on intellectual property management and strategy (IPMS). It considers the literature of the last two decades (2003 to 2023) to determine its intellectual underpinning and how they evolve. It applies bibliometric techniques to identify the literature for a systematic literature review (SLR). During the first decade, from 2003 to 2013, this field centered on creating values from intellectual properties (IPs), their importance, and how to use them for business expansions. From 2013 through 2023; a shift happened in looking at IPMS for building appropriation strategy, changing perspectives, and the evolving legal process around IPs. The literature of the last decade has been discussed in this paper under four themes: (i) strategies for IPRs, (ii) appropriation strategies, (iii) filings and litigations for IPs, and (iv) methodological developments. Our study found that the IPMS literature is biased towards patents, and studies for other Ips, such

as copyrights and trademarks, are very limited. In conclusion, this study has reviewed key findings from the research analyses. It suggests new lines of inquiry for the field including the inside-out process of open innovation, non-market strategies and other IPs in the studies such as trademarks and copyrights.

**Keywords:** systematic literature review, bibliometric, intellectual property management, intellectual property strategy, CiteSpace, India.

# **Sunk Cost Fallacy in Behavioral Finance: A Systematic Literature Review**

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## **Abstract**

The “sunk cost fallacy” is an occurrence that has been the topic of extensive scholarly research across the world. Despite this, our study investigates the “sunk cost fallacy” from the point of view of behavioral finance. During our in-depth and systematic literature search, we not only explain the numerous hypotheses that revolve around the sunk cost fallacy but also find several contexts in which this phenomenon is examined in behavioral finance. This allows us to provide a complete picture of the phenomenon. We also uncovered the elements that lead to sunk cost fallacy and how it can be mitigated by certain methods presented in the literature. We attempt to identify studies mentioning sunk time and sunk effort. Lastly, our study has suggested directions for further research in the foreseeable future.

**Keywords:** Sunk Cost Fallacy, Behavioral Finance, India.

# **Organizational Cynicism: A Systematic Literature Review**

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## **Abstract**

Organizational cynicism is a growing concern in the workplace as it is associated with negative attitudes, behaviors, and outcomes. Our study's systematic literature review aims to provide a comprehensive understanding of the antecedents, outcomes, and interventions related to organizational cynicism. A systematic search of relevant databases yielded 35 studies that met the inclusion criteria. The results indicate that organizational cynicism is a multifaceted construct that is influenced by a variety of individual, organizational, and societal factors. The consequences of organizational cynicism can be detrimental to individuals, organizations, and society as a whole. The review also identifies gaps in the existing literature and suggests avenues for future research. Ultimately, this study underscores the importance of understanding organizational cynicism as a complex and



multifaceted phenomenon that requires attention from scholars, managers, and policymakers alike.

**Keywords:** Organizational Cynicism, India.

# **Hubris: A Systematic Literature Review**

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## **Abstract**

Our study's purpose is to integrate academic research on "hubris" by proposing a comprehensive conceptual framework and research directions on the hubris literature. Based on PRISMA mythology, our study systematically reviewed 25 years of literature on hubris. A conceptual framework that highlights the antecedents, consequences, mediators, and moderators of hubris was used to analyze the literature on hubris. A total of 27 papers (published during the period of 1997 to 2023) were identified and assessed, most of which used a quantitative approach and studies were conducted in developed nations. Literature has primarily focused on the negative impacts of hubris concerning firm performance and destructive behaviors. Few scholars have explored the positive side of hubris related to innovation, product success, etc. An improved grasp of the current status of research, trends, and potential future research directions in the hubris discipline is also provided by our study.

**Keywords:** Hubris, India.

# **Dual Earner Couples Children's After- School Time in India: Whose Responsibility is it?**

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## **Abstract**

Dual earner or working couples are faced with the issue of how to manage their children after school time. This study explores how these dual-earner couples in India can manage their children after they return from schools. The present study used in-depth qualitative interviews with 40 participants with one dependent child between 4 to 16 years old in dual-earner households. No formal facilities exist, either at the community level or by the employers, for children of dual earner couples. Hence, these working parents have to make their own informal arrangements for their children after school time. This study provides one of India's first empirical studies using the construct of after school time and its related parental concern. To improve the work life balance, it is essential that the after-school arrangement needs to be coordinated between employee, employer, and at the community level.

**Keywords:** After -School time, Working parents, India.

# **The Influence of Social Media on Gen Z's Purchase Intentions: Beauty Product Context**

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## **Abstract**

This study examines the explanation for the influence of online advertising, perceived trust, and perceived risk by social media on Gen Z's beauty product purchases. Our study's findings show that online advertising, trust, and price significantly influence Gen Z's consumer behavior. Perceived risk dampens purchase intentions. Additionally, exposure to social media leads to a confident attitude among Gen Zers, influencing future purchase intentions. Retailers, business firms and brands are known to use social media to reach this generation. Our study's results indicate the importance of quality advertising, fair pricing, trustworthy social media platforms, and the perceived risk of online beauty products.

**Keywords:** social media; social media marketing; purchase intent; consumer behavior, Gen Z, India.

# **Marketing Beyond Reality: “Metaverse”**

## **A Systematic Literature Review**

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### **Abstract**

Marketers have paid considerable attention to metaverse over the years. However, despite numerous scholarly papers published on the metaverse, the academic literature is still fragmented, and scholars still need to clarify its impact. Some scholars have predicted positive impacts such as customer engagement, purchase intention, loyalty, and positive attitude, while others have predicted negative impacts such as privacy violation, sexual harassment, and fantasy world. Our study's present literature review, therefore, synthesizes the fragmented literature and provides a comprehensive model detailing all elements of metaverse about marketing mix and its outcomes. To carry forward systematic literature review; the approach of PRISMA is adhered to. By incorporating the findings from a comprehensive literature analysis of 37 papers; this study makes a recommendation for the utilization of the metaverse

in the Marketing Mix (4-Ps). A research agenda is also proposed for upcoming academic and industry endeavours.

**Keywords:** Marketing Beyond Reality, Metaverse, India.

# **Choosing the Right Channel Structure: A Systematic Literature Review**

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## **Abstract**

The problem of determining the right choice of channel structure (Channel Choice Problem) is well-studied in marketing-channels and supply-chain literature. Choosing a channel structure that minimizes channel conflict, addresses fairness concerns, and abates opportunism of channel members leading to increased channel coordination, and stimulation of customer engagement is of foremost concern for marketing managers and supply-chain practitioners. Rapid adoption of electronic and mobile commerce (e- & m-commerce) in B2B and B2C retail settings has further compelled marketing managers, and even traditional small-retailers to rethink the channel choices in order to meet rising consumer expectations. Observing this growing convergence of online and offline retail channels and given the shared interests of scholars and managers in understanding the complex nuances involved in choosing the right channel structures, this study's review aims to derive a synthesis connecting theoretical results, empirical findings, and managerial insights, identify key determinants of channel choice, recognize underlying operational and market contingencies, and conjecture future trends and research directions.

**Keywords:** Channel Structure, Channel Coordination, E-Commerce, Systematic Review, India.

# **Farmers' Perceptions and Willingness to Adopt Organic Farming: A Study of Indian State of Punjab**

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## **Abstract**

This study investigates the farmers' perceptions and willingness to adopt organic farming across the Indian state of Punjab. Our study's data was collected through secondary sources such as government reports, websites, APEDA, and FIBL reports. Our study found that there was a strong association between willingness to engage in organic farming and the behavior of farmers. Farmers' desire to participate in organic farming was significantly affected by factors such as farmer educational level, political position, income and knowledge of organic agriculture and environmental hazards. This study helps to understand the farmers' willingness and behaviour towards organic farming and propose reforms which could help motivate farmers to willingly engage in organic farming and thereby contribute profoundly for the betterment of Indian agricultural sector.

**Keywords:** Organic farming, Agriculture, Perception, willingness, Sustainable Development, Punjab, India.



# **Determinants of Online Destination Image: A Qualitative Approach**

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## **Abstract**

The economy and local businesses both benefit from tourism. The development of the Internet, particularly Social Media Platforms, has significantly impacted the expansion of the travel and tourist sector. Tourists participate on social media posts and offer a wealth of knowledge about tourist locations, which serves as suggestions for incoming travelers. This study highlighted the significance of Twitter, which is a very authentic microblog for posting and gauging thoughts, opinions, and ideas. This is because it is very impossible to ignore the existence of social media platforms, particularly Twitter. The official accounts of vacation resorts and destination management companies are what give it its legitimacy and popularity. Social media also makes a significant contribution to the creation and selection of

online destination pictures. The research was done in order to comprehend Twitter's existence and how it affects the perception of tourism places. To better understand how social media users felt about the pictures of popular tourist destinations in the Indian state of Punjab, valence detection was done on Twitter data. The positive or negativity of the information posted on Twitter was checked using valence detection or sentiment analysis in the Python programming language using a Natural Language Processing technique. To assess the favorable or unfavorable attitude of travelers on the web platforms, the tweets were divided into positive and negative attitudes.

**Keywords:** Destination Image; Valence detection; Tourism; Twitter; Natural Language processing (NLP), India.

# **What Motivates Consumers to Watch Videos on Short Video Platforms? An Empirical Investigation**

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## **Abstract**

This study identifies the primary variables influencing user engagement on short-video platforms like YouTube Shorts and Instagram Reels. User engagement is a term used to describe both active and passive content consumption. In order to discover why people watch quick videos to understand the satisfactions of users, we first designed a questionnaire. Second, we considered how platforms for short movies might be used to engage users. In a sample of  $N = 129$  users, we identified a number of benefits for short-video platforms, including information sharing, information seeking, self-status seeking, and social interactions. The results of our study showed that the most reliable predictor of liking or disliking of films on short-video platforms was the desire to share and seek out knowledge. Commenting on and publishing content on short video platforms was significantly predicted by the urge for self-status seeking and social engagement.

***Keywords:*** Motivation, Consumers, Videos, Short Video Platforms, India.

# **Gamification in M-Commerce: Digital Consumer Interactions with Game Context**

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## **Abstract**

An expanding topic of research examines how gamification might improve user experiences and behaviors on mobile commerce (m-commerce) platforms. It involves digital consumer involvement with game components. Gamification refers to the use of game mechanics, designs, and components in non-game contexts to increase the engagement and motivation of applications, products, or services. Gamification has been proved in numerous studies to improve customer knowledge, attitudes, behavior, and reward-based results. This study examines how co-creation and gamification might increase customer interaction with online merchants. The results indicate that gamification can be a potent marketing strategy for providing clients with digital experiences that are funnier, more inspiring, and more engaging.

**Keywords:** m-commerce, gamification, customer engagement, India.

# **Customer Experience Research in E-Commerce: A Systematic Review**

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## **Abstract**

The customer experience phenomenon has received prolific attention in recent years from academicians and industry practitioners. Therefore, this article systematically analyzes publication trends and trajectories, conceptualizations, classification of antecedents and outcomes, and key mediators and moderators. The author synthesizes the state of art literature by conducting a systematic literature review of 33 relevant articles, based on which a nomological framework has been developed. The proposed framework reveals the convenience of locating the e-commerce website, perceived ease of use, personalization, perceived enjoyment, and social connections as common constituents that influence the consumer experience. An engaging online consumer experience leads to e- brand loyalty, favorable word-of-mouth, and re-purchase intentions. The article also identifies critical

avenues for future research like the concern for data privacy and protection in the domain of customer experience.

**Keywords:** E-commerce, customer experience, online shopping, online retail, SLR, India.



**Will Artificial Intelligence Replace Information Search and Evaluation  
of Alternatives in Consumer Decision Making?  
An Empirical Investigation**

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**Abstract**

According to the AIDM (Artificial Intelligence driven Decision Making) concept, clients will conduct information searches and alternative assessments using artificial intelligence (AI). Customers' decision-making styles (CDMSs) vary, though, and some are more likely than others to employ AI. In the present study, segments that are likely to accept or reject the use of AI in decision-making were identified using discriminant and cluster analysis. The study discovered that among early adopters, impulsive, cost-conscious, and customers who are overloaded with information employ AI in decision-making. Within the resisters category, though, perfectionists and budget-conscious shoppers look for information on their own and rely less on AI. Additionally, it was discovered that regular shoppers were

less likely to use AI while making decisions. To make information searching simpler, managers that cater to shoppers who are perfectionists and price-conscious should offer a variety of links on their websites. Managers should employ AI-based recommendations for all other consumers.

**Keywords:** Consumer Decision Making (CDM), Artificial Intelligence (AI), Market Segmentation, Evaluation of alternatives, Involvement, E-Commerce, Model Validation, Information search, Cluster analysis, Discriminant analysis, AIDM process model, India.

# **Transportation Leading to Persuasion in Fictional Narratives: Using Short Stories for Managerial Persuasion**

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## **Abstract**

Communication is a tool that is used in society for instruction, amusement, persuasion, and all other developmental purposes. Various communication functions are significant techniques of transmitting information to society. Short stories as fictitious narratives existed in civilization for a long time and were a part of cultural traditions all across the world. The oral folklore tradition aided in the comprehension of rural society and the analysis of communication through conversations. These communication applications can be expanded to managerial communication courses in order to better comprehend persuasion communication in management classrooms. Short stories are the best media for persuading individuals and changing societal beliefs. Saki's short stories 'The Open Window,' 'Sredni Vashtar,' and 'The Lumbar Room' were chosen for this purpose in order to comprehend the persuasive power of these pieces. The stories were evaluated based on the compelling effect made by the characters, dialogues, scenes, and narration strength. The stories were investigated utilizing storytelling approaches such as the Elaborate Likelihood Model of persuasion. Persuasion is the process by which a speaker attempts to persuade others to change their attitudes, beliefs, or actions (Chaiken et al. 1996; Hunter 2016). It is a dynamic process in which one party purposefully ensures a change in another party's physical and/or mental behavior by appealing to both intellect and feelings (DellaVigna 2010). Persuasion is motivated communication that can improve individual and organizational efficiency (Bernays & Miller 1928, Downs 1957, Stigler 1961, Swaim & Henley 2017). The fictional characters make an impression on the reader's mind, and therefore transportation occurs via producing a persuasive effect. Transportation is a metaphor for readers taking a mental voyage into the world of a narrative (Gerrig, 1993), with the result that "all mental systems and capacities become focused on the events occurring in the narrative" (Green & Brock, 2000). The study also shows how storytelling can improve professionals' persuasiveness at work, leading to enhanced productivity.

**Keywords:** Short stories, ELM, transportation, short stories, managerial communication, persuasive effect, India.

# **Effect of COVID-19 on the Technical Efficiency of Indian Commercial Banks**

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## **Abstract**

The onslaught of COVID-19 rocked the whole world, and governments all over the world took dramatic measures to limit public mobility and contain the virus's spread. India followed suit, imposing different social restrictions as well as a statewide shutdown. Along with these restrictive policies, the pandemic badly impacted the majority of the economy's sectors. The current research looks at the impact of COVID-19 on the efficiency of the Indian commercial banking sector. We use the Stochastic Frontier Analysis (SFA) to determine the technical efficiency of Indian commercial banks. Our dataset includes 60 commercial banks in India, including 7 public banks, 21 private banks, and 32 foreign banks. We consider the years 2019 and 2020 to be pre-COVID, and the years 2021 and 2022 to be during-COVID, for a total of 240 bank-year observations. The study adds to the literature by examining the impact of COVID-19 on the Indian banking industry, specifically on technical efficiency using SFA. Surprisingly, the findings of the investigation show that the Indian banking industry's overall technical efficiency decreased over the COVID period. During the pre-COVID period, the mean technical efficiency was 49.15%, but it plummeted to 38.78% during the COVID period. These results clearly highlight the need to improve technical efficiency of the Indian Banks, also there is a need for policies that may make these banks more resilient to such unforeseen crisis.

**Keywords:** Indian banks, Technical Efficiency, Stochastic Frontier Analysis, COVID-19, India.

# **Exploring the Impact of Thematic and Taxonomic Categorization Formats on Consumer Decision-Making in E-commerce Websites**

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## **Abstract**

Consumer decision-making has long been connected with a wide range of options because it allows for better preference matching across individuals. However, empirical data suggests that choice proliferation might make decision-making difficult, especially in online situations with lower search costs. Product categorization has been highlighted as a typical method for mitigating the impacts of overload. While prior research has established the positive effect of mere categorizations on decision-making, research on the influence of other categorization styles has been limited. The purpose of this study is to evaluate the impact of two opposing category classifications, thematic and taxonomic, on decision-making under conditions of overload. According to the findings of fMRI investigations, different categorization formats result in distinct processing patterns, with taxonomic classification needing more attention and effort. Thematic classification, on the other hand, enhances perceived similarity among options and may lead to post-choice regret due to a lack of perceived diversity. This study investigates the impact of categorization type, search tasks, and initial assortment size on e-commerce website decision-making. Theoretical contribution is made by investigating the combined influence of the three aspects described in the decision-making process, while managerial implications recommend the use of proper categorization styles to facilitate decision-making in e-commerce platforms.

**Keywords:** Thematic, Taxonomic, Categorization, Choice Architecture and Consumer Decision-making, UAE.

# **Efficiency Assessment of State Public Universities in India: A Non-Parametric Approach**

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## **Abstract**

The LPG (liberalization, globalization, and privatization) movement has created new opportunities and difficulties in the Indian economy, including education. Educational organizations must embrace new techniques to make the most use of opportunities and address the difficulty of assessing educational organization efficiency. Taking this into account, this study assesses the efficiency of the 36 Indian state public universities using a hyperbolic graph measure and a slack-based metric calculated using the CRS and VRS (DEA) models. To the best of our knowledge, it is being employed in higher education institutions in India for the first time. The study's findings reveal the degree to which unproductive universities' outputs could be enhanced or improved, as well as the likely cause of their inefficiency. According to the findings, 5 universities (CRS model) and 11 universities (VRS model) were efficient under the Hyperbolic graph measure, while 5 universities (CRS model) and 6 universities (VRS model) were efficient under the slack-based measure. The universities were also ranked, with Panjab University ranking highest and the University of Jammu ranking lowest.

**Keywords:** Higher education, Hyperbolic graph measure, Slack based measure, and super efficiency.



# Using UPI Apps to Promote Digital Financial Inclusion in India: A Case Study of Phonepe

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## Abstract

Individuals' access to financial services such as credit, savings, investments, payments, insurance, and other financial services can be termed as digital financial inclusion when technology is used at a reasonable cost. Digitization and financial inclusion have become major themes in most countries around the world during the last few decades. To enhance digital financial inclusion in India, NPCI created the Unified Payments Interface in 2016. This NPCI-based digital payment system is notable for its interoperability and offline payment capabilities. There are already over 60 payment apps that support the UPI system. PhonePe was the first Fintech to integrate with UPI. The purpose of this study is to highlight the PhonePe app's contribution to digital financial inclusion in India. The study looked into why PhonePe has risen to the top of the UPI app rankings. One of the key reasons for the study's focus on merchants as well as customers is that they realized that in order to foster digital financial inclusion, equal possibilities must be created for both consumers and merchants. The survey also highlighted PhonePe's outstanding features in contrast to two other prominent apps, Google Pay and Paytm. The comparison was made based on the speed, user interface, collaborations, and other features offered by various UPI apps to their consumers.

**Keywords:** Apps, payment, interface, interoperability

**Relationship between Learning Climate and Knowledge Sharing  
Behavior Through the Len of Self-Awareness:  
Case of Ho Chi Minh City (Vietnam) Universities**

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**Abstract**

Knowledge sharing is an essential and ongoing activity in any company, notably in the educational sector such as universities and colleges. Based on the conservation of resources (COR) theory, this study takes a multilevel approach to investigate the relationships between external resources (learning climate) and knowledge sharing behavior in the

educational environment by mediating the role of employees' personal resources (self-awareness). In Ho Chi Minh City, 530 instructors from 17 universities were polled, gathered, and analyzed. The findings showed that self-awareness of personal resources had a strong favorable impact on knowledge sharing behaviors. Furthermore, via the lens of self-awareness, this study shows the substantial relationship between learning atmosphere and information sharing behavior. The analysis provides a variety of practical implications to encourage individuals to share information when working together in an educational setting. Based on the COR theory, this is the first study in Vietnamese universities to propose that knowledge sharing behavior may be regarded as an active action and that individuals are more likely to share their knowledge when they have large personal and external resources.

**Keywords:** knowledge sharing behavior, learning climate, self-awareness, conservation of resources, university

**The Role of Ethnocentrism on the Willingness to Buy Domestic  
Products During Post Covid-19 Pandemic:  
The Empirical Evidence in Vietnam**

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### **Abstract**

Faced with a global epidemic like COVID-19, consumers' lifestyles and shopping patterns have been significantly disrupted, affecting the global economy. Consumer purchases of native brand products and products created in Vietnam contribute significantly to the growth of the country's GDP and aid in the country's economic recovery. The purpose of this research is to look into the elements that influence Vietnamese product consumption. Using the Partial least squares technique (PLS) to analyze a unique dataset of 280 Vietnamese customers, this study found a significant influence of product-specific ethnocentric behaviors (PSEB), Impulse purchase pre-lockdown (IPPL), IPAL (Impulse purchase after lockdown), Economic nationalism (EN), Need-based and planned purchase post lockdown (NBPPPL), lockdown sentiments and sustainable approach (LSSA) on attitude towards foreign products (ATFP). Furthermore, this study investigates the moderating effect of utilitarian and economic beneficial elements in the context of a worldwide economic slump. According to the statistical findings, perceived utilitarianism modifies the positive relationship between consumer ethnocentrism and domestic purchasing decisions, whereas perceived economic benefits modifies these associations positively.

**Keywords:** Domestic products, ethnocentrism, and economic downturn.

**Inside-Out and Outside-In Perspectives of Strategists and Their  
Impact on Organizational Creativity and Financial Performance:  
Evidence from Small and Medium Enterprises in Vietnam**

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## Abstract

This study investigates the correlations between strategists' inside-out and outside-in viewpoints, organizational innovation, and financial success in Vietnamese small and medium-sized organizations (SMEs). Cross-sectional data was obtained from 382 managers at various levels of Vietnamese SMEs using a resource-based perspective and partial least squares structural equation modeling. The study's findings confirm that the inside-out perspective improves organizational innovation while harming financial performance. The outside-in perspective, on the other hand, has a favorable impact on both organizational innovation and financial performance. Furthermore, the study finds that organizational creativity has a favorable impact on financial performance and serves as a bridge between both viewpoints and financial performance. As a result, the study reveals that SMEs can benefit from taking an outside-in approach to improve both organizational innovation and financial performance. Overall, the study adds to the body of knowledge on the cognitive school of strategic management in SMEs.

**Keywords:** resource-based view; inside-out perspective; outside-in perspective; organizational creativity; and financial performance

# **Determinants of Digital Transformation in the Public Sector: A Case Study of Ho Chi Minh City Government (Vietnam)**

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## **Abstract**

Numerous models associated with digital transformation have evolved as a result of the global development of information technology, the digital era, and the age of AI technology (the most recent version is GPT). And this is an important and modern model of digital transformation components. Its contribution will have an impact on society. This study was conducted on 300 public-sector employees in Ho Chi Minh City. The research tools will be polled about digital transformation factors utilizing a 5-point Likert scale on an online questionnaire. The produced results will highlight the suitability of the collected data as evidenced by the following components: Strategy, Process, Service, People, Data, and Technology. The research findings also assist those organizations in the public sector to be well prepared, catch up with trends, and avoid being left behind in the digital transformation environment in order to progress towards digital organizations efficiently and successfully.

**Keywords:** Digital Transformation, Public Sector, Confirmatory factor analysis.



**Lebanon:  
A Unique Monetary Reaction Rule**

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**Abstract**

This paper describes the Lebanese Central Bank's monetary reaction rule, which is unique by worldwide norms. While other countries' dominating rule is to monitor inflation and the income gap, Lebanon's monetary rule maintains the market for the supply and demand of money in equilibrium and neutralizes the impact of money shocks. The goal is to establish whether or not money reactions are significant and symmetric in magnitude. The Lebanese monetary rule, which includes the lagged foreign exchange rate in Lebanese funds with an adjustment for serial correlation, is described using multivariate panel and system least-squares regressions in this paper. To account for leaning against the wind policy, the

lagged variable was chosen. The statistical findings for the monthly sample period from 1989 to 2018, excluding recent and extraordinary civil disturbance, show that Lebanon's money supply and demand functions are constant. The study's method to decomposing monetary shocks into discrete demand and supply parts is not only novel and fruitful in assessing central bank action in Lebanon, but it can also explain many empirical difficulties in the literature.

**Keywords:** central banking, monetary reaction rule, money supply and money demand functions and shocks, foreign exchange rate target, official intervention, Lebanon.

# Determinants of Kazakhstan's Tourist Destination Image

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## Abstract

The global tourism industry is overgrowing across Kazakhstan, and the country is becoming an increasingly popular global destination for international tourists. However, despite its rich socio-cultural heritage and diverse natural and human made attractions, Kazakhstan's tourist destination image (TDI) still needs to be more robust, more resilient and globally cherished than many popular global destinations. Building upon existing research on TDI's determinants, this study has developed and empirically tested a conceptual model of Kazakhstan's TDI. The findings of this study indicate that Kazakhstan's TDI is formed by both stimulus factors and global travelers' profiles as TDI is dynamic and is developed through variety and chains of influences. The Path Analysis revealed that the variety and types of information sources used, age, and education influence perceptual (cognitive) evaluations of Kazakhstan's TDI. These perceptual (cognitive) evaluations and socio-psychological travel motivations impact affective evaluations of TDI. This study explored the role of organic and induced information sources in shaping Kazakhstan's TDI such as word-of-mouth, social media, and promotional materials disseminated by Kazakhstan's tourism promotion organizations. The study also investigated how destination attributes such as socio-cultural, natural attractions, human made attractions, infrastructure, superstructure, and accessibility influence Kazakhstan's TDI. The study examined how personal factors such as age, education, cultural background, and travel motivations impact tourists' perceptions of Kazakhstan as a destination. By understanding these factors, this study provided insights into the dynamics of Kazakhstan's TDI and has offered strategies for improving the country's image among international tourists on the global stage. The findings of this study offer practical implications for strategic image management for Kazakhstan's global tourism industry.

**Keywords:** tourism destination's image, travel, tourism, determinants, international tourists' perceptions, stimulus factors, Kazakhstan.

# **Artificial Intelligence (AI) Enabled Chatbot in Services: A Review, Synthesis and Future Research Directions**

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## **Abstract**

The use of AI-powered chat-bots in customer care has grown significantly in recent years. This paper will examine AI-enabled chat-bots as a vital way of customer support and engagement, as well as the obstacles and boosters of usage intention. This study is a systematic analysis of literature that spans the years 2000 to 2022 and provides a glimpse of the current state of chat bot-related studies, customer experience, and engagement. Perceptions, attitudes, and feelings, as well as responses and behaviors related to the customer experience, all play a role in the adoption of AI-enabled chatbots. The "functional and utilitarian aspects of AI-powered chatbots that boost their effectiveness are the most essential influencing variables for achieving customer satisfaction with customer services as part of the customer experience. One key influencing aspect that academics have thoroughly researched is the anthropomorphism of AI chatbots and its effects on customer experience. Customers' attitudinal responses and behavior are influenced by the use of customer service AI chatbots in two ways, eliciting different types of responses: "first; towards the AI enabled chatbot itself (intention and usage continuation or not), and second; towards the company and the brand (intention and product-purchase / recommendation or not)" that need to be investigated further. In recent years, the "modern age customer" has expressed a need to feel linked with a firm at any point in time, from any location, and through any medium - channel, while spending less time doing so. In today's digital world, where firms must be available at all times, improving the "customer experience" is unquestionably more important than gaining "customer trust and loyalty." A chatbot must be able to meet a few key aspects in order to

deliver a pleasant consumer outlook and experience: system, service, and information quality. Furthermore, a strong emphasis on customer trust, loyalty, and happiness results in a pleasant customer experience and is likely to affect customer purchase intent.

**Keywords:** Chatbots, Online human agents, Intelligent conversational agents, AI chatbots, Anthropomorphism , Customer services.

**The Combined Effect of Corporate Social Responsibility and  
Sustainable Development Goals on Corporate Branding:  
An Evidence from Telecommunication Industry of the State of Jammu  
and Kashmir (India)**

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## Abstract

The goal of this study is to look into how corporate social responsibility (CSR) affects corporate branding (CB) in the telecoms industry of Jammu and Kashmir. Furthermore, as CSR becomes an important component of CB, this research will investigate how it affects Brand Loyalty both overtly and indirectly. This study will combine sustainable development goals into CSR dimensions in order to provide a broader and more extensive application of CSR dimensions, and strategic CSR is taken as an extra component of CSR dimensions. Customer trust will also be used as a moderator between CSR and CB to determine the degree of correlation between the two. A standardized questionnaire with a seven-point Likert scale was used to collect data. Stratified random sampling is used to collect cross-sectional data from 500 clients of various telecommunication carriers in Jammu and Kashmir. CB will be measured as a single construct using a previously established scale. A multi-model path employing structural equation modeling is employed to test the hypotheses. Using direct and indirect model path analysis, we examined the combined influence of CSR and CB on BL. The findings of this research show that Corporate Social Responsibility elements (economic, legal, ethical, philanthropic, and strategic) have a significant impact on Corporate Branding in order to promote customer Brand Loyalty. By introducing Corporate Branding as a mediator, this research presents a novel interpretation of the relationship between Corporate Social Responsibility and Brand Loyalty. Nonetheless, the path analysis revealed an adverse result for the connection between "legal responsibility to Corporate Branding" and "philanthropic responsibility to Brand Loyalty." Furthermore, the results of the direct and indirect model route analysis show that when business Social Responsibility becomes a necessary component of business branding, customers' Brand Loyalty improves. When CSR dimensions are considered as a crucial component of CB strategies, leaders in telecommunications firms will be able to boost client Brand Loyalty. Leaders must employ legal, economic, ethical, philanthropic, and strategic components as unique specialty marketing instruments to grow the corporate brand through boosting Brand Loyalty. Finally, this study serves as an explorer in the investigation of the explicit and implicit impact of Corporate Social Responsibility on customers' Brand Loyalty, with corporate branding serving as a major mediator.

**Keywords:** Sustainable Development Goals, Corporate Social Responsibility, Corporate Branding, Customer Trust, Brand Loyalty, India.

# **The Impact of Macroeconomic Variables (MEV) on the Stock Market Returns in the Middle East and North Africa (MENA) Countries**

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## **Abstract**

The effect of macroeconomic variables (MEV) on stock returns in MENA nations is investigated in this study. MEV stands for monetary and fiscal policy variables, as well as economic policy uncertainty and transparency. The SVAR model was used in this paper to capture the interrelationships and dependencies of the MEV on stock returns. The study used a recursive approach (Cholesky decomposition) to detect the MEV shocks. According to the SVAR model and the percentage contribution of the dynamic system in reaction to shocks via variance decomposition and impulse response function, the stock return reacts differently to MEV shocks depending on the state of the economy. These findings have important consequences for policymakers who want to implement policies depending on the country's circumstances.

**Keywords:** macroeconomics variables; monetary policy; fiscal policy; policy uncertainty, transparency, stock return; MENA; SVAR, Qatar.



# **The Relationship between Proprietary Assets and Internationalization Efforts of Firms**

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## **Abstract**

Earlier internationalization theory suggested that corporations' internationalization activities are an extension of their use of proprietary assets in overseas markets. As a result, it might be argued that internationalization would fail in the absence of proprietary assets. That is, enterprises would either suffer challenges in their internationalization efforts or, if successful, would not gain the financial benefits they had hoped for. The link between proprietary assets and internationalization has long piqued the curiosity of strategic and international business researchers. Previous investigations on this vital subject yielded inconclusive results. As a result, additional investigation into this topic is critical, as internationalization has become a fundamental component of many new enterprises entering worldwide markets. As a result, it is critical to comprehend the aspects that contribute to a company's international success. This study evaluated the linkages and discovered a link between proprietary assets and corporate internationalization.

**Keywords:** Internationalization, Proprietary assets, Kazakhstan.

# **A Comparative Study of Global Tourism Promotional Strategies of India and Yemen: A Governmental Perspective**

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## **Abstract**

This study examines and contrasts India's and Yemen's global tourist promotional methods. This study summarizes key findings from a semi-structured survey of 67 respondents from four Indian and Yemeni government tourist organizations (GTOs) responsible for tourism promotion on a global scale. The findings show that tourism promotion methods and procedures differ significantly between India and Yemen. While Indian GTOs advocate using a push promotion strategy to contact with tourism intermediaries such as travel agencies and tour operators before reaching out to prospective visitors, Yemen GTOs prefer a pull strategy that directly reaches out to potential consumers to urge them to visit the country. According to the findings, additional advertising in specialized trade periodicals is required throughout India. Advertising, public relations, publicity, personal selling, and sales promotion are some of the strategic promotion methods Yemen could employ in tandem to promote the pull strategy on a worldwide scale.

**Keywords:** Global Tourism, Promotional Strategies, Yemen, India.

# **The Predictive Power of Business Loan Delinquencies on Macroeconomic & Financial Variables**

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There are numerous studies in the academic literature that examine the impact of various economic variables on proxies for economic activity. This study adds business loan delinquencies as an explanatory variable to previous studies. It is reasonable to expect that good company credit will boost consumption, investment, and productive activity in the economy. We utilize the Federal Reserve's delinquency rates to assess the health of corporate credit. The dataset provides a composite rate for all Federal Reserve-covered enterprises, as well as rates for large and small businesses.

**Keywords:** Federal reserve, investment, business, dataset, USA.

# **Impact of Effective Communication on Saudi Media Industry: A Human Resource Management Perspective**

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## **Abstract**

This study investigates the influence of effective communication on human resource management in the Ithra Communications and Partnership Division and the Aramco Media Production Division in order to replicate the setting of the original study done at Edo State Broadcasting Services in Nigeria-Benin City, 2020 (Okolie and Ayewumi). This research was carried out through an online poll of 95 employees from the media departments of Ithra and Saudi Aramco in Dhahran City. The study's findings revealed a strong relationship between HRM and effective communication. However, the difference in HRM owing to communication difficulties is not as big as in the original study for a variety of reasons explained in this work.

**Keywords:** efficiencies, communications, variation, Saudi Arabia.

# **Public Service in a Globalized and Digitally Transformed World: Analyzing Key Factors Influencing Job Performance**

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## **Abstract**

The public sector faces huge issues and opportunities in a globalized and technologically transformed world. This article investigates the effects of information sharing, public service motivation, employee inventiveness, and digital literacy on job performance in order to better understand how public servants may adjust to these changes and function effectively. The study shows that information sharing has positive effects on public service motivation, job performance, employee creativity, and digital literacy using partial least squares structural equation modeling (PLS-SEM) on a sample of 429 public employees from Ho Chi Minh City. Employee creativity and public service motivation both have positive benefits on work performance, but digital literacy has a positive influence on employee innovation but not on job performance. This study analyzes the consequences of these results for theory and practice and proposes avenues for further research.

**Keywords:** Public Service Motivation, Digital Literacy, Knowledge Sharing, Employee Innovation, Job Performance, Vietnam.

# **Critical Success Factors of Effective Implementation of Balanced Scorecard and Organizational Performance: Case of UAE Private Hospitals**

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## **Abstract**

This study seeks to better understand balanced scorecard (BSC) implementation in healthcare organizations. It aims to identify the critical success factors (CSFs) that influence the effectiveness of BSC and measure the impact of the latter on the organizational performance of private hospitals in the United Arab Emirates (UAE). This study developed a conceptual framework explaining the relationships between CSFs, the successful implementation of BSC, and organizational performance. The framework was represented by a structural model that was tested and validated using a partial least squares analysis and

survey data from 73 private hospitals in the UAE. The ultimate sample size was 93 senior managers, with an 81.5% response rate. The study shows that the three CSF constructs (business purpose, integration purpose, and supporting purpose), which encompass 13 CSFs, have predictive relevance for successful BSC implementation. The corporate purpose construct was found to be positively and significantly influenced by the two CSFs (top management and the BSC team). The corporate purpose construct, on the other hand, had a statistically significant moderate association with the BSC perspective. Training was found to have a favorable and substantial influence on the CSFs of the second construct inside the integration purpose construct. Regarding the CSFs of the third construct, the results reveal that its six factors were found to have a positive and significant relationship with the supporting purpose construct. In addition, the results show that successful implementation of the BSC has a significant positive impact on organizational performance. Using original data, this study was the first to consider the BSC in the UAE's healthcare sector, so its findings can be used in future studies. This paper provides a new interpretation of the impact of the CSFs on the effectiveness of the balanced scorecard in private hospitals. It also offers important insights into measuring organizational performance in private hospitals by introducing four valid factors (i.e., CSR; competitiveness; innovation; TQM).

**Keywords:** Critical Success Factors, Balanced Scorecard, Organizational Performance, Healthcare, Strategic Management System, UAE.

# **Impact of Variables on Thai Consumer' E-Loyalty in Thailand's Mobile Food Delivery Applications**

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## **Abstract**

This research looks at the elements that influence Food Delivery Application (FDA) client e-loyalty in Thailand. This study collects 360 samples from FDA users in Thailand using quantitative research methods and a non-probability sampling strategy. The results of data analysis using Structural Equation Modeling (SEM) show that trustworthiness, consumer awareness, innovative design, technology acceptance, consumer satisfaction, and eventually loyalty toward food mobile applications in Thailand, as well as a significant correlation with FDA users' loyalty, are all present. Finally, at a significance level of 0.05, the study model agreed with the real data. The study's findings suggested that the FDA service



provider may use them in the future to gain a better knowledge of the FDA's customer loyalty, as well as to design marketing strategies, identify opportunities, and gain a competitive edge.

**Keywords:** Consumer behavior, Food Delivery Application, E-loyalty, Trustworthiness, E-commerce, Thailand.

# **Audit Reports on the Public Sector: A Bibliometric Study**

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## Abstract

This study use bibliometric analysis to investigate audit reports on local government financial reports in the public sector. The goal of this research is to categorize the publication of audit activities in audit reports on local government financial reports from various local governments, as well as to track the progress of research on the issue or management of audit reports on local government financial reports. Regarding audit efforts in the public sector as legally required, the researcher's inquiry yielded few thorough hypotheses and little actual evidence. Audit reports include audit reports on local government financial reports, audit reports on the Internal Control System, and audit reports on Compliance with Laws and Regulations; however, whether the direct inspection process can be used as an indicator of giving an opinion on the government's financial reports to produce accountable and relevant financial reports is still debatable. This study used a bibliometric analysis to track research development in relation to audit reports, with the goal of assisting scientists and public policy practitioners with future research. This study used a bibliometric study approach, mapping 1000 publications from Google Scholar over the previous 13 years utilizing "charting the field" and the Publish or Perish and Vos Viewer tools (2010-2022). From 2010 until the present, various study groups have focused on the creation of theories, variables, and audit reports in government.

**Keywords:** audit reports, local government financial reports, bibliometric studies, Indonesia.

# **Do Credit Rating Agencies Listen to Investors' Voices on Social Media? Evidence from China**

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## **Abstract**

The impact of social media on credit rating agency practices as evaluated by long-term issuer-level credit ratings is investigated in this study. Investor focus on social media can create reputational pressure on rating agencies because it enables for rapid and extensive information dissemination. This study demonstrates that credit ratings become more strict for issuers who attract more investor attention on social media, which is consistent with rating agencies reducing such pressure. The findings of our study add to the growing body of literature documenting the economic benefits of investor attention on social media by constraining rating agency practices and acting as an informal institution to ensure the effectiveness of credit rating systems in emerging economies like China.

**Keywords:** Investor attention; Social Media; Credit rating agency; Reputational pressure, China.

**Vehicle 2 Vehicle Message Transmission Under VANETs Routing  
Protocols using SUMO and NS3 in Industrial Area of Sialkot  
(Pakistan): A Business Perspective**

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### **Abstract**

Sialkot is one of Pakistan's busiest business centers, and excessive traffic causes inconvenience and roadblocks, which also serve as roadblocks to increasing commercial activity. By providing an automatic communication architecture among vehicles wandering the city and surrounds, vehicular adhoc networks (VANETs) can aid in the avoidance of such problems and jams. The propagation loss for inter-vehicle communication is evaluated in this article. We chose OpenStreetMap to import the map of Sialkot's industrial region, and then utilized SUMO to transform the map into a map.xml file, which was then translated into mobility.tcl for NS3. The overall research finds that propagation loss models affect the performance of VANET routing protocols during message transmission. The evaluation suggests to use Friis propagation model to gain better performance and less physical overhead.

**Keywords:** V2V, Propagation loss Model, SUMO, NS3, Pakistan.

# **The Natural Science of Success: How Co-Curricular Activities Boost Male University Students' Grades**

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## **Abstract**

This study looks at the relationship between co-curricular activities and academic achievement among male university students taking natural science courses. Over four academic years, from Fall 2012-13 to Fall 2015-16, the academic records of male students who engaged in co-curricular activities were compared to those who did not. The study's goal was to see how co-curricular activity assessments affected grades in natural science courses. Male students who engaged in co-curricular activities obtained higher grades than those who did not (with statistical significance at  $p < 0.05$ ). The study also discovered that the Science Festival had a significant impact on academic success. In summary, this study suggests that co-curricular activities have a positive impact on academic performance and are a valuable addition to university education.

**Keywords:** science festival, co-curricular activities, assessments impact, academic performance, UAE.

# **Sentiment Analysis of COVID-19 Tweets: Combining Explainable Artificial Intelligence and Traditional Machine Learning for Business and Entrepreneurship Insights**

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## Abstract

By studying the feelings of COVID-19-related tweets, this study investigates the applicability of sentiment analysis in business and entrepreneurship development. We present a transparent decision-making system that uses Explainable Artificial Intelligence (XAI) to classify tweet sentiments as positive or negative, providing useful information to enterprises and entrepreneurs. Keywords such as #COVID-19, #coronavirus, #lockdown, #newcases, #stayhome, #covidpandemic, and #staysafe were used to collect a dataset of 264,800 tweets. The data is represented using the TF-IDF vectorizer after preprocessing and annotation with TextBlob and the VADER dictionary. To evaluate the efficacy of the generated data, we use three Machine Learning (ML) algorithms: Random Forest, Logistic Regression, and Support Vector Machine. To improve model interpretability, Local Interpretable Model-Agnostic Explanations (LIME) and Shapley Additive Explanations (SHAP) are used. When compared to other algorithms, the results show that Logistic Regression paired with the ensemble of XAI and the TF-IDF feature extraction technique delivers the best performance, with an average accuracy of 82%. This study demonstrates the value of sentiment analysis in informing business and entrepreneurial initiatives during times of crisis, such as the COVID-19 epidemic. Machine Learning, Sentiment Analysis, Explainable Artificial Intelligence (XAI), Coronavirus, COVID-19, Business Development, Entrepreneurship, Crisis Management are some of the terms used in this paper.

**Keywords:** dataset, analysis, decision-making, sentiment

# **The Investigation of Entrepreneurial Self-Efficacy and Overconfidence Among Nascent Entrepreneurs in Thailand**

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## **Abstract**

The primary goals of this study are to 1) investigate entrepreneurial self-efficacy and overconfidence among Thai nascent entrepreneurs, and 2) investigate the link between ESE and overconfidence among Thai nascent entrepreneurs. This is a study of correlation. We used an online questionnaire survey to obtain data from a sample of embryonic entrepreneurs (N = 278) among undergraduate business school students in Bangkok, Thailand. To acquire data from several business schools, purposeful and convenience sampling were utilized. To examine data and test hypotheses, we employed regression analysis. The major findings reveal that ESE is associated with overconfidence among aspiring entrepreneurs. The findings indicate that the positive mechanism of the association between ESE and overconfidence is prevalent among aspiring entrepreneurs. The study's consequence is that, despite the positive

effects of ESE, it may lead to overconfidence among embryonic entrepreneurs and result in poor decision-making. Entrepreneurship educators should educate aspiring entrepreneurs about the link between ESE and overconfidence in decision-making.

**Keywords:** Entrepreneurial self-efficacy; overconfidence; nascent entrepreneurs, Thailand.

# **A Conceptual Framework for Measuring Technology Adoption among Indian Distributors**

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## **Abstract**

Distributors of CPG, durables, and other consumer items play a vital role in India's entrepreneurship ecosystem. They are generally family-owned enterprises (Gupta et al., 2016), and they are an important part of the complex, multi-level distribution system (Dholakia et al., 2018), as well as anchoring the fragmented Indian retail environment (Dimitrova et al., 2016). They also serve as conduits for significant economic activity; in grocery alone, an estimated \$315 billion of sales pass via these shops via the distributor (Narayanan, 2019), and they account for 90% of physical retail sales (Nielsen, 2018). Given the channel's size, the scope of technology-driven change in this channel is transformational. However, the function of distribution in emerging markets like India has gotten less attention in research (Kumar et al., 2015), and technology adoption in the distribution channel represents a study gap. With the introduction of technology-enabled B2B e-commerce businesses (such as Udaan and Jio Mart) and the further expansion of cash & carry formats, hypermarkets, and so on, merchants now have more supply-side options, making them less reliant on distributors than in the past. It emphasizes the importance of technology adoption in this channel. However, many companies' efforts are suboptimal due to a lack of a measurement tool for benchmarking distributor technology adoption progress. We aim to propose a conceptual framework for such a scale in this study.

**Keywords:** Conceptual Framework, Measurement, Technology Adoption, Indian Distributors

# **Effect of Language and Modality on eWOM Credibility: An Empirical Investigation**

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## **Abstract**

Language is a significant component in the success of marketer-generated content. The effect of language on user-generated content (i.e., eWOM) is unknown. Similarly, in the domain of eWOM communication, researchers have devoted very little attention to audio modality. As a result, we investigate the impact of language (Native vs. English) and modality (Text vs. Audio vs. Video) on eWOM credibility, as well as the impact of these factors on eWOM adoption and booking intention. We obtained data from 720 participants in three experimental research utilizing hotel ratings and TripAdvisor as the setting. Study 1 and Study 2 were carried out in the setting of a positive eWOM message, but Study 3 was carried out in the context of a negative eWOM message. The findings show that language and mode have a considerable impact on eWOM credibility and booking intent. The sociolinguistic perspective is extended in our work to user-generated content. The insights can be used by managers to improve the navigation and design of eWOM platforms and hotel websites.

**Keywords:** eWOM, language, modality, online review, credibility, India.

# **Impact of Social Exclusion on Impulsive Consumption Behavior**

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## **Abstract**

In this study, we focus on the temporary element of social exclusion, using a series of experiment-based studies to examine consumers' impulsive behavioral responses when they are socially excluded for a short period of time. Existing research suggests that social exclusion may improve or diminish consumers' self-regulation (Jiang et al., 2018). First, we empirically confirmed the positive effect of social exclusion on impulsive behavior, both in the case of food self-regulation and unexpected purchase behavior, in this study. Second, we used Logistic Regression to explain the underlying mechanism between social exclusion and impulsive behavior through escapism using the Compensatory Consumer Behaviour Model (Mandel et al., 2017) and Objective Selfawareness Theory (Duval & Wicklund, 1972; Mandel & Smeesters, 2008). Third, using moderated mediation research, we discovered that the favorable effect of social isolation on impulsive behavior is decreased in the presence of a stigmatized source of social exclusion.

**Keywords:** Impact, Social Exclusion, Impulsive Consumption Behavior, India.

# Understanding Long Term and Short-Term Phenomenon of Environmental Factors Affecting Room Occupancy in Hotels

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## Abstract

The topic's objective is to comprehend the long-term and short-term aspects that influence hotel room occupancy rates. Previous research has investigated the occupancy rate through various mediums, but the phenomena has not been investigated through environmental variables. The research on the possibilities of peer-led actions dominates the occupancy rates' decision-making skill and capacity. The studies have been reviewed in the context of consumer and behavior studies with the goal of offering value in the luxury or sub-value market. As a result, the heart of the conversation focused on high-risk living situations and its potential role in addressing sustainable and environmental problems remains unexplored. As a result, in my research, I investigated hotel occupancy rates using three environmental variables: temperature, light, and sound. A multivariate time series dataset from the University of California Irvine machine learning database was used in this investigation. The study's key conclusions are that data exploration was determined to be stagnant. As a result, vector auto regressive (VAR) analysis was employed, and the data was fit for the short run, and the relationship between the three variables was discovered to be significant.

**Keywords:** sustainability, hospitality, room occupation rate, environment, India.

# **Study on Resource Migration and Its Impact on an Ecosystem: A Conceptual Analysis from the Value Migration Perspective**

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## **Abstract**

Resource migration has benefited economies all around the world. However, resource migration has not been studied in depth in conjunction with value migration. People with talent but little opportunity have found themselves in a better situation. Some economies have profited from talent and resource mobility because it has helped solve long-standing challenges. With resource migration occurring and being the reason for this study, this article has investigated the possibility of value migration as a catalyst in reversing resource migration impacting the economy positively. The article investigated the elements that cause value movement and how it affects the economy. The paper concludes that the untapped market plays a larger role in value migration. The key drivers of value migration include technology, cost, convenience, greater access to capital, and decreased switching costs. The paper also proposed parameters for measuring the economic uplift caused by value mobility.

**Keywords:** Resource Migration, Industrial revolution, Innovation, ecosystem restructuring, Value proposition Introduction Category of migrants in rural India.



# **Moral Voice in the Vietnamese Public Sector: A Study of Socially Responsible Human Resource Management, Public Service Motivation, and Ethical Leadership**

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## **Abstract**

Using the social exchange and social learning theories, this study investigates whether and how socially responsible human resource management (SRHRM) influences moral voice by integrating the mediation role of public service motivation (PSM) and the moderating role of and ethical leadership (ETL). A quantitative study was conducted with 434 cadres and public officials in Tien Giang province, Vietnam, utilizing a questionnaire-based survey and a quota sampling technique. Data was analyzed using a structural equation modeling (SEM) technique. Our data indicate that SRHRM and ETL are highly related to moral voice. The data also demonstrate that SRHRM influences moral voice indirectly

through PSM. Furthermore, ETL moderates the link between SRHRM and moral voice substantially. This investigation could be regarded as one of the first studies undertaking analyses of the relationships between SRHRM and moral voice in which PSM as a mediator, and ETL as a moderator. Several theoretical and practical implications are discussed.

**Keywords:** ethical leadership, moral voice, public service motivation, public sector, socially responsible human resource management, Vietnam

**The Role of eWOM, Online Reviews, and Shopping Mood in the  
Cognition Emotion Theory: Evidence from Impulsive Purchase  
Behaviour of Gen Z Customers in Vietnam**

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## Abstract

The importance of e-commerce in the progress of the economy has grown, and the e-commerce industry in Vietnam has expanded rapidly during the COVID-19 epidemic. Based on mood management theory and cognition emotion theory (CET) literature evaluations, this work analyzes the impact of direct stimuli, specifically eWOM and online reviews, on emotional characteristics known as online shopping mood and impulse buying tendency. Using a convenience sampling technique, this study collects data from 318 valid respondents using a survey design based on a questionnaire, concentrating on the online shopping behaviors of Gen Z customers in Vietnam. Structural equation modeling was used to forecast the magnitude effect of the proposed variables. The data suggest that eWOM acts as an internal stimulus, similar to online reviews in terms of the influence of emotional variables. Other findings, such as the beneficial effect of eWOM and online reviews on impulse buying, as well as the favorable influence of shopping mood on this propensity, could extend and deepen the present theory used in this study. Finally, according to the findings of the mediator analysis, the partial mediating role of shopping mood in the relationship between stimuli factors and customer purchasing behaviors is statistically significant, which significantly contributes to the enhancement of CET applications in various research contexts relevant to customer behaviors.

**Keywords:** cognition, emotion theory, mood management theory, emotional factors, shopping mood, impulse buying tendency, eWOM, online reviews, Vietnam.

# **Personality Traits as the Explaining Factors of Employee Engagement: A Study in Ho Chi Minh City (Vietnam)**

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## **Abstract**

Human resource managers (HRM) want to hire potential engaged employees because their productivity adds considerably to the company's success; hence, predicting candidate engagement is a major managerial problem for HRM. As a result, the study was carried out to determine the extent to which the five personality qualities can explain employee engagement at work in the Vietnamese environment. Data was acquired using a survey questionnaire from 255 respondents working for businesses in Ho Chi Minh City and analyzed using PLS-SEM software and the Predictive Power Score computation. The findings show that conscientiousness, extraversion, and intelligence have a significant and beneficial impact on employee engagement, accounting for 20.9% of the variance in employee engagement at work. Furthermore, the study discovers that conscientiousness is the best predictor of

employee engagement. The study's findings show that engaged employees can be discovered using personality testing throughout the recruitment process.

**Keywords:** Personality traits, employee engagement, PLS-SEM, Predictive Power Score, Vietnam.

# **Determinants Of Bank Profitability with the Mediating Role of Interest Rate Spread: A Case of Vietnam**

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## **Abstract**

Researchers in many countries have scrutinized bank profitability for decades. Many studies confirmed the relationship between bank specific factors and interest rate spread (IRS) and commercial banks' profitability (Musah et al., 2018; Chitra Bahadur Karki, 2020; Nur Jui et al., 2020). However, there is a lack of studies in Vietnam on the impact of the IRS and its mediating role in the relationship between bank-specific factors and bank profitability. The interest rate spread, or the difference between lending and deposit rates, has recently increased in Vietnam. As a result, a study is required to assess the function of the IRS in explaining bank profitability. To explore the IRS's mediating role, this study examined the impact of bank-specific factors and the IRS on the profitability of 25 Vietnamese commercial banks from 2008 to 2020. A positive effect of the Cost Efficiency, Income Diversity, and Liquidity Risk on the IRS was found. On the other hand, Bank Size, Non-Performing Loans, Provision of Bad and

Doubtful Debts, Asset Structure, Non-Interest Expenses, and Economic Conditions do not impact on IRS statistically significantly. The mediating role of the IRS is also confirmed. The study findings provide empirical evidence of the IRS's role in explaining and mediating bank profitability in Vietnam.

**Keywords:** Bank profitability, bank-specific, interest rate spread, mediating role, Vietnam.



# **Determinants of Interest Rate Spread of Vietnamese Commercial Banks with the Moderating Role of Income Diversity**

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## **Abstract**

The commercial banking system is a critical part of the financial sector in mobilizing savings and providing loans to diverse sectors of the economy (Antwi et al., 2017). Interest rate spread (IRS) is the difference between a country's lending and deposit rates at commercial banks (Kalsoom & Khurshid, 2016). It reflects the additional borrowing cost associated with intermediation efforts in connecting borrowers with ultimate fund lenders of commercial banks. The intermediation costs involved in deposit mobilization and channeling them into productive users are substantially higher in economies with underdeveloped banking sectors (Jayaraman & Sharma, 2003). IRS in Vietnam has been more extensive than in other countries, and the significant disparity of IRS persists among commercial banks. Motivated by the situation, we conducted the study to investigate the impact of bank characteristics and macroeconomic factors on the IRS of 25 Vietnamese commercial banks listed in Vietnam

stock markets from 2008 to 2020. The study also tests the moderating role of income diversity on the relationship between bank characteristics and the IRS. It was found that Cost Efficiency (CE) and Liquidity Risk (LIQ) positively impact IRS. However, bank size, non-performance loans, and income diversity negatively impact IRS. Income diversity reduces the IRS's exposure to CE and LIQ significantly. The findings reveal insights into the efficiency of the Vietnamese commercial banking sector.

**Keywords:** Interest rate spread, commercial banks, economic factors, bank characteristics, Vietnam.

# **The Rise of Smart Jewelry: Exploring Consumer Behavior and Preferences**

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## **Abstract**

The purpose of this article is to explore the impact of smart jewelry on consumer behavior and preferences. This study evaluates the major aspects that influence the adoption of smart jewelry, such as design, functionality, and pricing, by studying market trends and conducting a survey among potential users. Furthermore, this study investigates how consumers perceive the advantages and disadvantages of smart jewelry, as well as how they compare it to other wearables like smartwatches and fitness trackers. The study analyzes the significance of findings for smart jewelry marketers, designers, and manufacturers, as well as suggests potential future study directions. It gives crucial insights into the emerging literature on wearable technology and provides valuable insight for organizations seeking to enter the smart jewelry industry.

***Keywords:*** Smart Jewelry, Consumer Behavior, Preferences, Thailand.

# **Business and Entrepreneurship Development through Direct Selling: An Indian Perspective**

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## **Abstract**

Manufacturers and marketers mostly believe that Direct Selling (DS) is an efficient form of marketing through social networks that focuses on harnessing Word of Mouth (WoM) by evaluating the network of members' relationships. Customers can become distributors of DS products by selling things to end users. These products are sold in non-store retail settings from the distributor's homes. The survey was done on a sample of 600 Network marketing distributors in Hyderabad, Telangana State, India, using the 'Snowball' sampling approach and a standardized questionnaire. AMOS and Predictive Analytics Software (SPSS) Version 23.0 were used to examine the data. The purpose of this paper is to detail the data analysis and show the survey results. The results were obtained using 'Descriptive' and 'Inferential' statistics based on responses collected from the distributors of selected *Network marketing* companies through a questionnaire survey method. 'Inferential' statistical tools like Chi Square ( $\chi^2$ ) were applied.

**Keywords:** Direct Selling, Network Marketing, Amway India, Hindustan Unilever Network, India.

**Determinants of the Attributes of Leader Strategy and Social Capital on Business Performance and their Impact on Business Resilience in Small and Medium Enterprises (SMEs) based in the Bangka Belitung Islands Province (Indonesia)**

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## Abstract

Uncertain economic circumstances require a business with consistent resilience. The rapid changes in economic projections in 2023 have consequences for strategy and business direction transformations that are not simple. Leadership is critical in managing business strategy. The goal of this study is to examine the effects of a leader's strategy and business capital on business performance and resilience in MSMEs in the Bangka Belitung Islands Province. This research analyzes primary data gathered from MSME actors in the Bangka Belitung Islands Province. A quantitative descriptive research design was adopted in this study. The analysis used in this study includes a descriptive and inferential analysis where the research analysis tool Partial Least Square (PLS) was used. PLS modeling consists of two components: measurement and structural models. The number of research samples used was 101 MSME actors in the Bangka Belitung Islands Province who already had business licenses. The results of this study indicate that (1) the attribute of the leader's strategy has no effect on business resilience (2). Social capital has no effect on business resilience. (3) Attributes of the leader's strategy affect business performance (4) Social capital does not affect business performance (5) Business performance does not affect business resilience (6) Business performance is not a moderating variable between the attributes of a leader's strategy on business resilience. (7) Business performance is not a moderating variable between social capital and business resilience.

**Keywords:** Attributes leadership strategy, Social Capital, Business Performance, Business Resilience, Indonesia.

# **The Influence of Perceptions on the Professionalism of Educators in the Indonesian State Universities**

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## **Abstract**

This study is an extension of our prior research on motivation to pursue a career as a lecturer. Therefore, the primary objective of this study is to examine the perceptions of professionalism among lecturers in state universities. This study employs a quantitative method using surveys and questionnaires as data collection techniques which were subsequently analyzed using a Likert scale. With a sample size of 167 respondents, the results of the t-test suggest a significant relationship between perception and professionalism. The coefficient of determination, which is 62.7%, implies that perception is a crucial determinant of professionalism. Conversely, the remaining 37.3% is attributed



to external variables beyond the model's scope. The output of this study is to provide stakeholders with a policy recommendation to enhance lecturer professionalism.

**Keywords:** Professionalism; Profession; Lecturer; Social Responsibility; Quantitative, Indonesia.

# **Indian Tourism Industry During the Covid-19 Pandemic: Text Mining of News Reports**

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## **Abstract**

The study aimed to identify how the pandemic has affected the tourism industry by text-mining news media reports. To determine the impact of the pandemic on tourism, this study examined 741 English-language news sources using correlated topic modeling. It identified five themes for reporting the pandemic: impact on people in tourism, tourism businesses, and economy, tourism recovery planning, business actions to restart tourism activities, and government measures to reopen the tourism industry. In addition to capturing the pandemic's impact and response, some interesting developments were discovered; for example, a few public parks in the United States have reported increased footfall compared to previous years, and some countries are planning travel bubbles as a new form of post-pandemic international travel. This is the first study to examine the impact of COVID-19 on tourism by analyzing a vast number of news media accounts from throughout the world.

**Keywords:** COVID-19, News, Topic modelling, Pandemic, Travel Bubble, India.

**Dynamics of Management Teaching:  
Impact of Teacher Training on Students' Learning:  
An Indian Empirical Study**

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**Abstract**

Teaching learning is a lifelong activity, especially for management teachers, because the field of management education is ever evolving and dynamic. The impact of the changing environment, needs, expectations, and standards of management education can be felt in teaching and learning. Thus, it can impact the entire management education, teaching, and learning process, which will have long-term consequences for all stakeholders, particularly management teachers, and students. To be an effective management teacher in today's dynamic global environment, teachers must constantly improve their skill sets, knowledge, and pedagogy in order to assist student learning. The current study aims to comprehend the impact of Teacher Training on Student Learning in Management Education. As part of this study, several stakeholders are interviewed using an unstructured schedule and invited to participate in a structured questionnaire, which collects data. The data analysis is conducted in order to identify the pain points in teacher training as well as student learning. So that newer methodologies, models, and pedagogies can be proposed, designed, and implemented to not only adapt to the changing arena of management education but also to ensure effective learning among students. The teachers

who received training were polled to determine the difference in their approach to teaching-learning before and after training compared to instructors who did not receive training during their teaching process. Students were also included in data collecting to determine how their impressions of the teaching process changed before and after management teacher training. The role of digital tools in teacher training and student learning and their acceptance were also investigated as part of the research project. This is a work in progress, and the results are being evaluated for prospective deployment.

**Keywords:** Management Education, Teacher Training, Student Learning, Reforms in management education, Technology Impact, role of technology, teaching learning process, India.

# **Increasing the Production of *Jumputan* Fabric with the Latest *Jumputan* Motif and E-commerce Based in Tuan Kentang Village, Palembang City (Indonesia)**

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## **Abstract**

Tuan Kentang Sub-district is one of the sub-districts in Palembang City, South Sumatra Province. The administrative area of Tuankentang Village, Palembang City, South Sumatra Province, is around 36.5 hectares, which is divided into 5 RWs and 31 RTs. With the increasing number of *jumputan* production from *jumputan* craftsmen, the community is competing to increase their production. With intense competition from *jumputan* craftsmen, producers must understand more about the needs of models from *jumputan* motifs so that they are not monotonous and constantly innovate. This service is more focused on providing training related to the design of *jumputan* motifs and marketing of *jumputan* fabrics produced by the community in Tuan Kentang Village. Community service activities consist of several activities, namely: 1. preparation for the implementation of community activity services (CAS); 2. training on *jumputan* motif designs for craftsmen; 3. training on marketing of *jumputan* fabric products through e-commerce; and 4. program evaluation and monitoring. The results obtained by the community from this CAS incentive program include (1) increasing community skills in producing the latest *jumputan* motif designs, but

still incorporating *jumputan* standard elements. (2) Increasing the ability of the community in marketing products that are not only fabrics but finished products that are marketed through agents, as well as through E-commerce, (3) Gradually increasing the economy of KSMs because they can produce more *jumputan* fabrics and more efficient production time after tools that can help fabric production.

**Keywords:** e-commerce, marketing of *jumputan* products, Indonesia.

# **Comparative Study on Competitiveness of Tourism Destinations Between Manado and Bitung City, North Sulawesi (Indonesia)**

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## **Abstract**

This study aimed to compare the competitiveness of tourism destinations in Manado and Bitung City regarding tourist attraction, supporting facilities and quality, infrastructure, hospitality and comfort, product and service prices, human resources, institutional collaboration, and destination management. This study's sample size was 267 participants, with 135 people drawn from Manado City and 132 from Bitung City. A purposive sampling strategy was used for sampling. Data was gathered through the distribution of self-designed questionnaires, interviews, and observations. The tourism destination competitiveness was measured using eight elements and 32-item statements. Each statement item is scored using a Likert Scale, with the following options: Strongly agree (score 5), Agree (score 4), Neutral (score 3), Disagree (score 2), and strongly disagree (score 1). Data analyses were conducted using validity and reliability tests for the questionnaire and an independent sample t-test for non-parametric samples. The results showed that each destination has a unique competitive position in respondents' perceptions. Manado's institutional collaboration and destination management as a tourism destination differ greatly from Bitung's. In contrast, goods and service costs, as well as infrastructure, were assessed to be greater in Bitung than in Manado. Furthermore, there were no substantial variations in competitiveness between the two cities in terms of tourist attractions, supporting infrastructure, human resources, hospitality, and comfort.

**Keywords:** comparative study, city destinations, tourism competitiveness, Indonesia.



# **Ownership Structure: Maximizing or Destroying Firm Value in Indonesia During the Covid-19 Pandemic**

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## **Abstract**

Previous research revealed conflicting conclusions about the impact of ownership structure on firm value. The firm's worth can be maximized or destroyed by the ownership structure, which is volatile, notably during the Covid-19 epidemic period. Due to the Indonesian government's rigorous lockdown and health restrictions during the Covid-19 period, several enterprises encountered operational shock and anomalies in their operations and financial strategic decisions. This lends itself to further investigation, particularly in relation to the impact of ownership structure on firm value. The purpose of

this study is to demonstrate that differences in company-specific variables and shareholder classification factors can explain when ownership structure can maximize or destroy firm value. This study categorizes samples based on free cash flow characteristics, firm size, investment potential, concentration degree, business risk, time lag, cash holding, and shareholder classification. Based on past research, this classification approach yields a variety of outcomes about the relationship between ownership structure and business value. All companies listed on the Indonesian Stock Exchange are used in this study. The study objectives have been achieved and more unique insights are gained by employing multiple classifications and treatments.

**Keywords:** ownership structure, destroying or maximizing firm value, firm-specific characteristics, shareholder classification, Indonesia.

# **Testing a Modified Model of Anholt Nation Branding for Indonesia**

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## **Abstract**

This study evaluates the modified Anholt's nation branding model, which includes six dimensions: export, governance, living circumstances, cultural conditions, tourism, and investment conditions. The study was conducted in Indonesia using a sample of 238 export-oriented SMEs. The study used confirmatory factor analysis to validate the model while measuring it. The study's findings demonstrate that all fit indicators indicate that the modified nation branding scale is a six-factor construct. The data suggests that the variable's entire model is accurate. This is one of the first studies to look into the measuring of a modified model of Anholt's nation branding.

**Keywords:** nation branding; measurements; confirmatory factor analysis, Indonesia.

# **Which Small and Medium Businesses Would Survive the Pandemic Outbreak? Lesson Learned in Indonesia**

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## **Abstract**

The research is aimed to interpret the relationship between entrepreneurial orientation, market orientation, covid-19 perceived risk, and SME's resilience, as well as to describe and discuss the empirical evidence. The population of the study was the SME's owner in West Sumatra, Indonesia, during the covid-19 outbreak. The data were 411 respondents, but only 358 were usable responses. Hierarchical Regression was applied to examine the studied variables' direct relationship and moderating effect. It is found that both entrepreneurial and market orientation positively and significantly affect SMEs' resilience. This study also found that covid-19 perceived risk is a significant moderating variable on this relationship. Thus, this study gives some contribution to the SME's development especially on entrepreneurial orientation, market orientation, covid-19 perceived risk, and SME's resilience. Even though SME's resilience during the COVID-19 period has been discussed in previous papers, research that discusses the moderating effect of COVID-19 on perceived risk from the perspective of entrepreneurial orientation and market orientation has never been carried out. Theoretically and practically, this research expands the discussion on SME's resilience during the COVID-19 outbreak.

**Keywords:** SME's Resilience, Entrepreneurial Orientation, Market Orientation, Covid-19 Perceived Risk, Indonesia.

# **The Impact Analysis of Land Use Conversion on Farmers' Income Before and After Plantation in Nagan Raya Regency (Indonesia)**

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## **Abstract**

The phenomenon of land use conversion from the agricultural sector to the palm oil industry is often referred to as the process of transforming land production factors. Land use conversion occurs due to differences in income value prior to the interest in shifting towards more productive land use. The conversion of agricultural land by farmers in a particular region or area into productive land for palm oil cultivation indicates a paradigm shift towards improving and increasing farmers' income in the future. This study aims to identify the factors that influence the conversion of agricultural land into palm oil land, particularly in the Nagan Raya District. Also, estimate the impact of land use conversion on community income in the Nagan Raya District. The method used is simultaneous 3SLS (Three Stage Least Square) data analysis and paired sample t-tests to determine the relationship between farmer income before and after land use conversion in the Nagan Raya

District. The results show that the conversion of agricultural land to palm oil land is not influenced by the process of palm oil plantation industrialization. On the other hand, the average annual income of farmers in the agricultural sector is greater by 20.10% compared to palm oil land at 16.37% per year. Indicating that the conversion of land to palm oil cultivation is not appropriate. This indicates that the industrialization of palm oil plantations has a direct influence on per capita income in the Nagan Raya District.

**Keywords:** Land Use Conversion, Farmer Income, Per Capita Income, Palm Oil Industrialization, Indonesia.

# **The Influence of B2B Branding in the Buying Process: A Knowledge Management Perspective**

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## **Abstract**

The purpose of this paper is to learn more about the best practices and methods for making B2B purchasing decisions as well as comprehend the factors that influence B2B purchasing decisions., through the integration of multiple theories such as Institutional, Rational Choice, and resource management theory with a precise aim to study the various critical construct such as Price, Product Attributes, brand sensitivity, and after-sales services, etc. While highlighting one of the critical evaluating criteria, "Branding," and its impact and perceptions on buying centers, particularly in high-value purchases. This research will also look into whether there is a link between buying perception and its impact on purchase decisions in high-value and high-performance settings, as well as whether brands serve as a perspective on risk reduction in scenarios fraught with high failure and help with decision-making simplification in low-risk situations. Furthermore, qualitative perspectives are examined through a semi-structured in-depth interview with leading industry experts, adding value or strengthening the organization's managerial decision-making prospects. As a result, the most valuable elements have been identified and are being considered during the decision-making process. Based on those antecedents, we conducted a time-bound online poll on the professional LinkedIn group dedicated to B2B marketing experts, to which more than a hundred professionals responded, to obtain industry experts' perspectives on the importance of each antecedent in the organization's buying decision-making process. Finally, the article discusses potential future research areas in B2B branding and a reader practicum.

***Keywords:*** Business to Business marketing, B2B Branding, Buying behavior, Brand Sensitivity, India.



# **Assessing the Current Business Environment in Malaysia to Attract Foreign Direct Investment**

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## **Abstract**

Malaysia has been experiencing steady economic growth over the past few decades. This has been a result of various factors including sound economic policies, robust infrastructure, and a well-educated workforce. In addition, the country's geographic location and stable political climate make it an appealing destination for foreign investment. The research aims to assess the current business environment in Malaysia in terms of attracting foreign investors. It examines the micro-environmental elements influencing foreign investment in Malaysia, such as economic, political, legal, and cultural factors. In this research, factors that identify challenges faced by foreign investors were observed while providing recommendations for improvements. A set of questionnaires that contains 30 questions was distributed to 100 foreign investors in Malaysia across the industries. Important issues were addressed, and recommendations for future research were provided.

**Keywords:** Foreign investors, economy, politics, legal, cultural, industry, Malaysia.

# **Business Networks in the Digital Economy**

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## **Abstract**

Information and Communication Technologies (ICTs) are fundamentally transforming business practices as firms embrace digitalization in order to compete and survive. While ICTs influence business transformation, and thereby, on business models (BMs), is gaining increasing scholarly attention, understanding these influences still needs to be improved. Utilizing the Industrial Network Approach, we explore how business interactions and business relationships are impacted by digital transformation. We use a qualitative descriptive case study methodology comprising two global firms. The findings show that while the Industrial Network Approach is useful in understanding business relationships in the digital economy, this approach needs to fully capture the realities of new forms of relationships between firms. Based on the findings, we offer novel insights and propose how the existing concepts can be developed to promote our understanding of industrial networks and firms' performance in digitalization.

**Keywords:** Digital Economy, Information and Communication Technologies (ICTs), Sweden, Business Models, Industrial Network Approach, Performance, Transformation, UK.

# **The Mediating Effects of Employee Trust and Job Satisfaction in the Relationship Between Organizational Culture and Employee Loyalty**

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## **Abstract**

This research investigates the role of employee trust and job satisfaction in the relationship between organizational culture and employee loyalty. The study was conducted among 385 healthcare professionals working in a private healthcare system in southern Vietnam, including doctors, nurses, and other medical staff. The research method employed was partial least squared structure equation modeling (PLS-SEM) with SmartPLS software for data analysis. The findings indicate that organizational culture directly impacts employee loyalty and positively affects employee trust and job satisfaction. Furthermore, employee trust and job satisfaction act as intermediaries and positively influence employee loyalty toward the organization. The research acknowledges the limitation of the limited sample size and encourages further exploration of these relationships in other contexts. In addition, this study provides valuable insights for the management board of private healthcare organizations in southern Vietnam on how to improve employee loyalty by cultivating a positive organizational culture, promoting employee trust, and enhancing job satisfaction. Overall, this research contributes significantly to the existing literature by examining the interplay between employee trust, organizational culture, job satisfaction, and employee loyalty.

**Keywords:** Employee loyalty, employee trust, organizational culture, employee job satisfaction, the private healthcare sector, Vietnam.

# **Dynamics of Kazakh Consumers' Purchasing Behavior for Luxury Fashion Brands**

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## **Abstract**

This study examines the luxury industry in Kazakhstan, a country in Central Asia that has recently experienced a growing middle class with increasing purchasing power. The luxury market in Asia has also been expanding rapidly, with many luxury brands targeting this region as a significant growth area. This study aims to provide insights into the attitudes and behaviors of Kazakh consumers towards luxury goods and to identify factors that influence their decision-making processes. The research methodology involved a survey of consumers from various fields who have purchased luxury goods. The data was analyzed using regression, ANOVA, t-tests, Cronbach's alpha, and descriptive statistics. The findings suggest that Kazakh consumers exhibit a mix of individualistic and collectivist values, which can affect luxury brands seeking to appeal to this market. Income level was a significant factor in determining consumer attitudes toward luxury goods, and normative beliefs also shaped these attitudes. Furthermore, consumers' attitudes towards luxury goods significantly influenced their intention to purchase such items, and their perceived control over the buying process also affected their behavior. This study contributes to the understanding of the luxury industry in Kazakhstan and provides practical recommendations for luxury brands seeking to enter or expand in this market. By adapting their marketing strategies to appeal to individual and collectivist values, developing pricing strategies that cater to consumers across income levels, and considering local social norms and values, luxury brands can better position themselves to attract Kazakh consumers. Additionally, providing a smooth and hassle-free buying process, and offering customization options, can enhance consumers' satisfaction and sense of control over their luxury purchases.

**Keywords:** Luxury, Consumer, Marketing, Culture, Kazakhstan

# **Unpacking the Environmental Costs of E-Commerce: A System Dynamics Analysis of CO<sub>2</sub> Emissions in India**

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## **Abstract**

The rise of e-commerce has transformed the way people shop, with online purchases becoming increasingly popular due to their convenience and value-added services. However, this shift in consumer behavior has led to an increase in the number of shipments, freight volume, and packaging volume for the orders that need to be delivered, resulting in a significant increase in CO<sub>2</sub> emissions. In response, this study uses a system dynamics approach to investigate the effects of e-commerce growth on CO<sub>2</sub> emissions in India. A conceptual causal-effect diagram is developed in the software Vensim PLE after multiple discussions with academicians and industry experts. The factors leading to e-commerce growth, such as the demand of the online market and the online retail sector, have been considered. In addition, factors that lead to an increase in CO<sub>2</sub> emissions due to the growth of e-commerce, such as packaging volume, freight volume, and number of shipments, have been considered. The causal-effect study will help the academicians further study the impact of e-commerce on other factors as well, and it will also help the practitioners pay attention to the factors that are leading to CO<sub>2</sub> emissions due to the growth of e-commerce, thus leading to the sustainable growth of e-commerce.

**Keywords:** e-commerce, system dynamics, online retail, cause-effect, CO<sub>2</sub> emissions, India

# **A Proposed Framework for the Employability of People with Disability (PWD) in Malaysia**

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## **Abstract**

This paper looks into employment among People with Disability (PWD). As a result, this study devised a framework to improve the employability of PWD. As a result, several suggestions have been obtained from relevant parties to identify the main aspects associated with PWD employability. This is because the issue of PWDs without employment is viewed as a burden on the government and society. Therefore, measures must be taken to determine employability among PWDs. Furthermore, interviews with related individuals have been conducted to identify the factors that could increase employability among PWDs. A framework is developed based on the suggestions and recommendations obtained. Therefore, the related parties from the government and private sectors, as well as the society, should be able to apply this framework in their support of PWDs to attain suitable employability.

**Keywords:** Framework, Employability, People with Disability, Malaysia.

# **Bibliometric Analysis of Stock Volatility Research: A Comprehensive Overview**

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## **Abstract**

This study will present a comprehensive bibliometric analysis of the research landscape on stock volatility, aiming to identify the most influential publications, authors, institutions, and countries in this field and the prevalent research themes and emerging trends. A systematic literature search will retrieve and analyze a dataset of relevant publications from the past three decades (1993-2022). The study will employ various bibliometric techniques, such as co-citation analysis, co-authorship analysis, keyword co-occurrence analysis, and burst detection, to gain insights into the structure and development of the stock volatility research domain. Our study should reveal that the field has evolved significantly, with increasing multidisciplinary collaborations and advancements in quantitative methods, such as machine learning and artificial intelligence. The most influential authors and institutions in stock volatility will be identified, with North America and Europe being the leading contributors. Furthermore, the analysis may show that research themes have evolved from traditional models like GARCH and EGARCH to more advanced techniques, such as high-frequency data analysis, machine learning, and multifractal analysis. The study also highlights emerging trends, such as integrating alternative data sources, systemic risk assessment, and the impact of climate change on stock market volatility. By providing a comprehensive overview of the stock volatility research landscape, this bibliometric analysis contributes to a better understanding of the field's development, key players, and future research directions, offering valuable insights to researchers, practitioners, and policymakers foreseeable future.

**Keywords:** stock volatility, systematic risk, GARCH, machine learning, emerging trends, Kazakhstan.



# **The Effect of Sustainability Orientation, Integration, and Value Addition on the Food Cold Chain Performance: A Thai Perspective**

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## **Abstract**

With growing concern for the environment, sustainability issues are one of the central research areas in the cold food chain (FCC). However, the study on sustainability and its effect on different aspects of FCC, such as value addition and performance, still needs to be explored. Hence, this paper aims to explore how sustainability orientation affects FCC performance. In addition, various publications have emphasized the importance of integration in developing a sustainable supply chain. Hence, the factor of FCC integration was also incorporated into the study. Similarly, value addition was also included in the study as it was proven to be impacted by sustainability practices and can significantly impact FCC performance. Therefore, the study proposes a conceptual model of four constructs: sustainability orientation, FCC integration, value addition, and FCC performance.

**Keywords:** Food Supply Chain, Food Cold Chain, Food Cold Chain Performance, Sustainability, Integration, Value Addition, Thailand.

# **Entrepreneurship: The Way Forward for India**

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## **Abstract**

The concept of Entrepreneurship is not new. Going back in history, discoverers like Christopher Columbus and Marco Polo, with their adventurous voyages and journeys, achieved something that created and changed history. These entrepreneurs had only their spirit to drive them on and the pursuit of their goal involved immense hardships and obstacles. Entrepreneurship, today, is similar. There are many published versions of entrepreneurship. Let us look upon entrepreneurship as an attitude and an urge in a person, to create and run a business or venture. This means entrepreneurship requires intrinsic qualities of management and, more important, leadership. This article will look at some aspects of growth and development of entrepreneurship in India and the way forward. The main objectives of the paper are to track down the history and growth of entrepreneurship globally and in India; look at strongly nurturing entrepreneurship as a career option in the educational system and what it needs to do that. Section one will analyse some global comparisons in growth of entrepreneurship. Section two will look at how entrepreneurship has evolved in India. Third section proposes what it takes to make entrepreneurship as a career option, in the education system. Section four looks at challenges with dealing with Gen Y and Z. Section five will look at aspects of intrapreneurship as a part of the concept of entrepreneurship. Last section concludes the article. This article is conceived to allow readers to reflect on the concepts and suggestions laid out, so that they can contribute positively to the growth of entrepreneurship in India, which has no dearth of skills and brain, by taking concrete steps to facilitate the process.

**Keywords:** Entrepreneurship, Management, Career, India.

# **A Systematic Literature Review on Innovation Management**

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## **Abstract**

Innovation management (I.M.) is the process of managing an organization's innovation procedure from the starting stage of ideation to implementation. According to McKinsey, innovation is a complex, company-wide endeavor that requires a set of crosscutting practices & processes to structure, organize, and encourage it. I.M. helps organizations stay competitive by constantly seeking new & better ways of doing things. I.M. requires a supportive culture that encourages creativity & risk-taking. It also involves developing a strategy that aligns with the organization's goals and objectives, as well as having the necessary resources and infrastructure in place to support innovation. Innovation Analytics can be used to measure the effectiveness of innovation initiatives & help organizations make data-driven decisions related to innovation. Best examples of I.M. are Apple Inc. 3M etc. By and large, I.M. is important because it helps organizations stay relevant, grow, and thrive in today's rapidly changing business landscape.

**Keywords:** Innovation, Management, Analytics, Greater Hyderabad, New Product Development, India.

# **A Casual Model of Entrepreneurial Intention in Undergraduate Students**

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## **Abstract**

This research study aims to investigate the antecedents of entrepreneurial intention among undergraduate students of a mid-size governmental university in Thailand. Especially, it was argued in this framework that creative activities organized by the university or the college made contributions in instilling entrepreneurial intention in undergraduate students. Self-administered survey data from 400 undergraduate students were collected and analyzed using the structural equation model technique to verify the hypothesis relationships. The findings indicated that entrepreneurial intention was directly

and significantly influenced by entrepreneurial self-efficacy, which further influenced by creative activities supported by the university or college. Additional results emerged from other variables in the framework were also discussed. Managerial implications as well as extended research issues were suggested subsequently.

**Keywords:** Entrepreneurial mindset, Entrepreneurial intention, Entrepreneurial self-efficacy, Creative activity, Thailand.

# **Innovation Practices Through Industrial Revolution 4.0: Evidence from Saudi Arabia Industries**

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## **Abstract**

The Fourth Industrial Revolution (Industry 4.0) has transformed the global industrial landscape and has created an unprecedented opportunity for companies to innovate and stay competitive, and innovation practices have become an essential component of companies' success. However, there is limited research on the extent to which Saudi Arabia industries have adopted innovation practices through Industry 4.0, and the challenges they face in implementing such practices. Thus, this study aims to fulfill this gap by investigating the adoption and implementation of innovation practices through the fourth industrial revolution (Industry 4.0) in Saudi Arabia. Moreover, this study also aims to identify key success factors for innovation in the Saudi Arabian context. Employing a

quantitative research approach, the study draws on a set of questionnaires distributed to some industries including construction and infrastructure, food and beverage, retail, and tourism industries in the Saudi Arabia. The findings have important implications for policymakers and business leaders in Saudi Arabia and other emerging economies seeking to leverage the opportunities presented by Industry 4.0. The study underscores the need for a comprehensive approach to innovation that addresses the systemic barriers to adoption and promotes a culture of innovation and collaboration. Overall, the study contributes to our understanding of the challenges and opportunities presented by Industry 4.0 in the Saudi Arabian context and provides insights into effective strategies for innovation in emerging economies.

***Keywords:*** Innovation, IR4.0, Saudi Arabia

## **Start-Ups in Aerospace and Defense Sectors: Legal Issues and Challenges**

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### **Abstract**

Following liberalization, India had a modified legal system that encourages trade and boosts the country's economic growth. Therefore, it is imperative that both new and established entrepreneurs have a firm grasp of the fundamental laws, rules, and regulations that govern them. Additionally, business owners will be in a better position to manage their operations efficiently and effectively with a comprehensive understanding of these rules. The goal of the article is to emphasize the fundamental comprehension of the many legal challenges that entrepreneurs encounter as they transform their creative business ideas into successful start-ups, including formalizing a founders' agreement, protecting intellectual property, and upholding business contracts. The paper also discusses the fundamental legal concerns pertaining to the aerospace and defense start-ups, such as the requirement for domestic production of defense and aerospace equipment, the legal implications of Indian defense and aerospace contracts, various legal frameworks within which the defense and aerospace sector operates and functions, and government regulations like DPP that govern these start-ups.

**Keywords:** Start-Ups, Innovative Ideas, Defence & Aerospace Business, Legal Issues, India.



# **The Contribution of Market Orientation to Business Success in the Libyan Transitional Economy: A Mixed-Methods Approach**

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## **Abstract**

This study examines the relationship between market orientation and business success in the Libyan business environment within the wider context of the range of factors influencing business performance. The aim of this study was achieved by formulating the following key objectives: (1) To assess the extent to which market orientation adoption has contributed to the success of businesses in Libya; (2) To assess the extent to which ownership type and nature of business affect market orientation adoption, and as a consequence, affect business success; (3) To assess the importance of market orientation in relation to other factors influencing business success. A mixed-methods methodology was adopted in this research. Data collection was done through 53 semi-structured interviews and 400 questionnaires circulated to high level executives in 53 different businesses in Libya. SPSS, Path Analysis and Content Analysis were utilized to analyze the data collected. The key findings of this study are that there is a positive correlation between market orientation and business success in the Libyan context. The level of market orientation embraced and implemented is higher in private manufacturing sector businesses, with the focus mainly on customer orientation and inter-functional coordination. Also, privately owned businesses in the manufacturing and services sector

perform much better than businesses in other sectors. It is also observed that market orientation is not the only drive to business success in Libya as there are other critical factors for business success. Factors such as: external support, marketing, production and planning are the most influential success factors. The findings of this study indicate a number of key implications. This study demonstrates that market orientation is still important to companies in transitional countries such as Libya, however, the contribution of the three sub dimensions of the market orientation construct: customer orientation, competitor orientation and inter-functional coordination are not equal as assumed in previous research which means that attention should be given to the more relevant sub-dimensions in the Libyan context: customer and inter-functional dimensions. Despite its great importance, this study proved that the market orientation approach alone is not sufficient to achieve high levels of success in Libya, and therefore, other Key Success Factors have to be considered. Based on this ground, investment in time and resources is necessary to implement a comprehensive set of market orientation and selected items from critical success factors.

***Keywords:*** market orientation, business success, Libya.

# **Building the Competitiveness of Makassar Industrial Park as a Centre for Economic Growth in South Sulawesi (Indonesia)**

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## **Abstract**

In the current era of industrialization, it is very important to carry out sustainable and inclusive development. Industrial parks are currently a point of economic growth and an attraction for direct investment in a region. Through explanatory research, this study aims to analyze the strategies needed by PT. KIMA to develop Makassar Industrial Park as a center of economic growth in South Sulawesi. The data in this study are in the form of words, pictures and a few numbers which are analyzed in terms of individual responses,

descriptive conclusions, or both. The results of the analysis show that PT. KIMA is able to grow, invest and build because the company is located with a large market appeal, with high priority income and has a competitive advantage. The best strategy that needs to be done is to build industrial park in new locations with adequate backup areas for sustainable development.

***Keywords:*** Competitiveness; Strategic Management; Industrial Park, Indonesia.

# **Co-creative Tourism Experience and Its Impacts on Re-visit Intentions in the Indonesian Culinary Tourism**

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## **Abstract**

Endemic phase penetration affects the increasing tourists' desire for re-acquiring tourism experience physically. Originative culinary activities strategy provided as a response by the tourism and hospitality industry. Culinary tourism activity is one of the high rank tourists' preferences to comply tourists' desire. This research aims to use co-creative experience theory examining interaction, participation, engagement, and

personalization has effect toward revisit intention to culinary tourism. Tourists in authentic culinary, beef 'maranggi' satay, tourism were surveyed and tested the proposed hypotheses assessing interaction, participation, engagement, and personalization as co-creative tourism experience dimension influence revisit intention. The collected responses are analyzed by PLS-SEM. Engagement strongly influences tourists' revisit intention. This result proves that cognitive and emotional aspect are prior indicators shaping culinary tourism experience and providing the main reason for revisit intention. The tested conceptual model investigated domestic tourists and one specific food line. However, the international tourists and other culinary tourism attractions are proposed to conduct more exploration.

**Keywords:** Co-creative Tourism Experience, Re-visit intention, Authentic Culinary Tourism, Indonesia.

# **Impact of Socio-economic Variables on the Level of Financial Inclusion in Indonesia (2010 -2022)**

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## **Abstract**

The financial inclusion program in Asia has begun to be carried out intensively, focusing on increasing public access, especially for people who have yet to enjoy banking services. This makes financial inclusion one of the development focuses in the financial sector in various countries, especially in the Asian region, because an excellent financial system can encourage economic growth. This study aims to compare the level of financial inclusion and the influence of socioeconomic variables on financial inclusion in Asian countries in 2010-2015. To see a comparison of the level of financial inclusion in several Asian countries, the Index of Financial Inclusion (IFI) analysis method developed by Sarma (2008) was used, while to examine the relationship between socioeconomic variables on financial inclusion, the Ordinary Least Square (OLS) method was used with an estimation technique, in the Fixed Effects Model approach. The results of this study indicate that, in general, financial inclusion in several Asian countries is mainly influenced by the usability dimension. In addition, only the variable GDP per capita is somewhat influential partially. While other variables, namely, the unemployment rate and population in rural areas, significantly influence the financial inclusion index.

**Keywords:** Financial inclusion, Index of Financial Inclusion, Socioeconomic Variables, Indonesia.

# **Risk Management Analysis in Public and Private Partnership (PPP) Projects: An Indonesian Case Study**

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## **Abstract**

Risk management is urgently needed in various public and private partnership (PPP) projects. PPP is one of the agreement instruments between the public sector (government) and the private sector (private), which has the noble purpose of providing public service facilities that are bound by the agreement and are divided into several forms depending on the contract and risk sharing, especially in large-scale infrastructure projects. However, some of these projects also have significant risks that require a preventive approach to maintain project stability. This paper examines case studies of PPP projects in the transportation sector to demonstrate the characteristics and mechanisms of risk management associated with implementing PPP projects. In order to analyze each risk, this study uses an approach to political, contract, and environmental risk factors. The author explores risk management frameworks that can be applied to PPP projects, including risk identification, assessment, and management. The author also analyzes the urgency of directed communication between stakeholders involved in PPP projects, whether government, private, or community. The results of this study conclude that risk management has a practical multiplier effect in helping to minimize risks in PPP projects and supports project success universally.

**Keywords:** risk management, public and private partnership, project stability, Indonesia.



# **Role of Commitment, Competence, and Participation to Achieve Good Village Governance: Toward Building Accountable Financial Management Model in Indonesia**

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**Abstract**

Based on Government Regulation Number. 47 of 2015 concerning implementing regulations of Law No. 6 of 2014 concerning villages, namely village funds are funds originating from the state revenue and expenditure budget intended for villages that are transferred through the district/city regional revenue and expenditure budget and are used to finance government administration, implementation of development, community development, and community empowerment. Management of village funds are funds sourced from the state revenue and expenditure budget which are used for village development and as village income. The village government in preparing village development plans must be by their authority and refer to district and city development plans. Village development plans are prepared to provide linkages and consistency in planning, budgeting, implementation, and monitoring. So that the goals of the organization for the welfare of its people can be achieved optimally. Good governance can be seen from whether performance accountability is good or not. This study aims to identify and analyze the determinants and consequences of accountability for managing village funds. The determinants chosen based on theoretical studies and previous research are competence, village officials' commitment, and budget participation. Meanwhile, the consequence of accountability in managing village funds based on theoretical studies and previous research is public trust.

***Keywords:*** Village Fund Management Accountability, Commitment, Competence, Budget Participation, Indonesia.

# **Green Label Certificate Program in Indonesia: What Are Consumers' Preferences?**

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## **Abstract**

The Indonesian government continues to promote the application of the green economy concept through the "green label" certification program. This program aims to encourage industry to produce environmentally friendly products that can create a sustainable living environment in the future. This study explores whether consumers in Indonesia are willing to participate in an environmentally friendly product certification program. We collect data by conducting online surveys of consumer products such as building materials, interiors, household furniture and cleaning supplies. With a total of 975 respondents, we used the estimated binary choice model to assess the possibility of consumers' willingness to choose products with green label certification. The results show that products with green label certification are preferred over non-certified products. Approximately 87% of respondents indicated a significant preference for green-label certified products. Our findings also show a willingness to pay (WTP) for green label products between USD 16.7/month and USD 18.5/month. Our findings reveal that certification can be crucial in purchasing decisions in Indonesia, especially for home furnishing products.

**Keywords:** green label, certification, purchasing decisions, Indonesia.

# **Has Business Become the Main Focus in an Indonesian Autonomous University? An Analysis Based on the Good University Governance Perspective**

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## **Abstract**

The purpose of this study is to find out the actual priorities among financial, assets, and human resources in terms of the supervisory task in implementing Good University Governance (GUG). We selected Hasanuddin University, Indonesia as a case. This study uses a mixed method, where purposive sampling was conducted on 50 respondents in the

Internal Supervisory Unit (ISU) to fill out the questionnaire, as well as Trustee Council's Audit Committee (ACTC) members for interviews. The analysis was performed using the Analytic Hierarchy Process (AHP) utilizing Expert Choice software. This research shows that the GUG supervision system is run by ISU and ACTC, and the GUG principles have essentially been implemented. Then, the priorities of the GUG component show that transparency has shown the highest weight (0.364), then followed by accountability (0.198), fairness (0.189), independence (0.140), and responsibility (0.109), and supervision in financial is more prioritized compared to that for assets and human resources. This research can be used as a reference for the organizational development of autonomous universities in making documented GUG documents and their assessment system. Further research needs to be done in conducting a direct assessment of the implementation of the GUG parameters in detail carried out by Indonesian autonomous universities.

**Keywords:** Finance, Human Resources, Assets, Good University Governance (GUG), Analytic Hierarchy Process (AHP), Indonesia.

# **Endowment Fund Management for a University: A Systematic Literature Review**

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### **Abstract**

Over the last two decades, Indonesia has brought about many reforms in the world of education, especially universities which have a strategic role in building quality human resources. A critical aspect of supporting the university is the funding aspect. One funding source currently being worked on by Indonesia is an endowment fund. An *endowment fund* is a financial asset provided by an institution or organization intended for college expenditure. The endowment fund has a perfect role in the sustainability of the campus; therefore, the endowment needs to be managed effectively and efficiently. This research aims to identify what aspects can support the effective and efficient management of endowment funds in universities. The method used to answer the research objectives is to use a Systematic Literature Review. As a result of our Systematic Literature Review, eight aspects support efficient endowment management, such as the synergy of alums and universities. We present professional staff to manage endowments, improve institutional aspects of the university, contribute collectively, promote endowments, provide long-term plans for endowment allocations, increase stakeholders' roles, uphold transparency and accountability, and provide information for potential donors.

**Keywords:** Endowment Fund, University, Financial Management, Indonesia.

# **Reduction Cost Vs. Cutting Cost: A Strategic Decision in Indonesian Financial Services**

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## **Abstract**

Cost reduction and cost-cutting are two important strategies used by financial services firms to improve profitability and remain competitive in the market. While these two terms are often used interchangeably, they have different implications for a firm's strategic objectives and long-term success. Cost reduction involves identifying and implementing ways to reduce expenses while maintaining or improving the quality of services provided. Cost cutting, on the other hand, involves implementing measures to

reduce expenses regardless of the impact on service quality or customer experience. This paper will compare cost reduction and cost-cutting as strategic initiatives in the financial services industry. We will explore the benefits and drawbacks of each approach and discuss the factors that influence a firm's decision to pursue one strategy over the other. We will also analyze case studies of financial services firms that have successfully implemented cost-reduction and cost-cutting measures and examine the lessons learned from these experiences. The paper will conclude with best practices for developing and implementing cost-reduction and cost-cutting strategies to achieve long-term success and profitability in the financial services industry.

***Keywords:*** cost reduction, cost-cutting, and efficiency, Indonesia.

# Testing a Modified Model of Market Orientation for Indonesia

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This study measures the modified model of market orientation which consists of three dimensions: customer orientation, competitor orientation, and product orientation. The study was conducted in Indonesia using a sample of SMEs that have an export orientation. In measuring the model, the study has applied a validation process through the use of confirmatory factor analysis. The results of the study show that all fit indicators indicate that the scale of modified market orientation is a three-factor construct, and the evidence indicates that the full model of the variable is valid. This research is one of the first to investigate the measurement of a modified model of market orientation.

**Keywords:** market orientation; measurements; confirmatory factor analysis, Indonesia.

# **Analysis of Financial Statements in Sustainable Micro, Small, and Medium Enterprises (MSME) Engaged in Culinary Business in Karawang Regency (Indonesia)**

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The study aims to analyze financial statements on the sustainability of culinary businesses in Karawang Regency. The subject of this study was a 30-culinary's MSME (Micro, Small, and Medium Enterprise) that operated in Karawang Regency for 3 years. The test results show that financial statements affect business continuity. Managers and

employees understand the importance of knowing financial statements in business development strategies. Make a proper and good financial report illustrating the sustainability of culinary businesses that are able to compete in the market for a long time, so that business actors still survive.

***Keywords:*** Business Continuity, Financial Statements, Culinary SMEs, Indonesia

# **Service Innovations and Public Relations in Shaping Institutional Image through Users Satisfaction: An Indonesian Perspective**

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## **Abstract**

Many studies have been conducted on commercial service innovation. However, studies on information technology-based innovation in public services, particularly in the police, have not been carried out much. This study aims to examine empirically the innovation of police security services in Indonesia known as the Panic Button on Hand (PBOH) using the Structural Equation Model (SEM). As many as 316 respondents participated as PBOH users from various police stations who had implemented this PBOH application. The results of the study found that service innovation and public relations carried out by the police had an effect on application user satisfaction. These two factors also affect the image of the police institution, both directly and through user satisfaction.

**Keywords:** service innovation, public service, public satisfaction, Indonesia.



# **Small And Medium Sized Enterprises Readiness for the FIFA World Cup Qatar 2022**

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## **Abstract**

This study examines the current state and anticipated impact of the FIFA World Cup 2022 on Qatar's Food and Beverage industry. Qatar has had an enormous increase in the variety of restaurants, which mainly entails the rise of kiosks or drive-through-only restaurants and home businesses. Nonetheless, the pandemic has impacted this industry, leading to the closure of many enterprises. Still, with the nearing FIFA World Cup 2022, it is crucial to assess the current state (regarding obstacles) and how prepared the SMEs are for the World Cup 2022. This research provided implications to help organize committees

to understand the obstacles faced by the food and beverage sector, particularly in a nation such as Qatar, where there is constant growth in this sector with many small startups.

**Keywords:** Small and medium sized-enterprises, FIFA World Cup 2022, Food and Beverage Industry, Qatar.

# **Using Pre-Emptive Defense Strategy to Respond to Imminent Challenges**

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## **Abstract**

This research paper discusses how adopting a pre-emptive defense strategy can enhance businesses' capabilities to respond to imminent challenges. It argues that through pre-emptive attacks, imminent challenges can either be eliminated before they occur or have their consequences mitigated should they occur. To sum up, the old adage 'prevention is better than cure' underpins the discussions in this paper.

**Keywords:** Pre-Emptive Defense Strategy, Future Foresight, AI, Big Data, Resilience, Sustainability, SDG, UAE.

**Gender Contribution to the Competitiveness of  
Social Media Entrepreneurs in Saudi Arabia:  
Context of the National Transformation**

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**Abstract**

This research addresses the question, “How does the local socio-economic environment contribute to the competitiveness of social media businesses started by national female entrepreneurs in Saudi Arabia. The gender gap in entrepreneurship, and the difference in competitiveness between men and women, are covered in the literature. Most of this literature addresses entrepreneurship in general and overlooks the possible

contribution of starting these businesses through online social media platforms, especially in the context of the Middle East and in Saudi Arabia in particular, which witnessed significant changes at multiple levels between the years 2016 and 2020. This research tries to mind this gap and follows an exploratory qualitative case study methodology to examine how these changes might have influenced the level of competitiveness in female entrepreneurs who founded social media businesses in Saudi Arabia. The conservative nature of Saudi society, and insufficient support by the family, the society, and the government, were found to have contributed to the success of social media businesses owned by females in Saudi Arabia. The introduction of Vision 2030, and the set of reforms and social changes associated with the National Transformation Plan, revealed a high level of competitiveness and entrepreneurial readiness in female Instagram entrepreneurs. The research has implications for theory, the private sector, and policy makers and suggests giving the subject more attention in future research.

**Keywords:** Woman Entrepreneurship, Social Media, Competitiveness, Vision 2030, Saudi Arabia.