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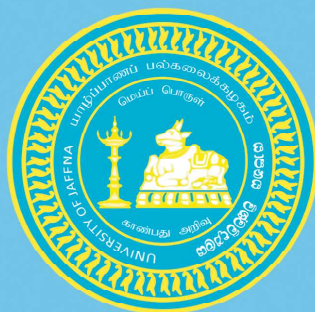
OF THE

RESEARCH CONFERENCE ON BUSINESS STUDIES

24th June 2016

*"Research Solutions to the Real World
Business Challenges"*

EXTENDED ABSTRACTS



Faculty of Business Studies

Vavuniya Campus of the University of Jaffna, Sri Lanka

RCBS - 2016

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“Research Solutions to the Real-World Business Challenges”

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BOOK OF EXTENDED ABSTRACTS

Faculty of Business Studies,

Vavuniya Campus of the University of Jaffna,

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Vice Chancellor's Message

I am happy to give this message to the 1st Research Conference organized by the Faculty of Business Studies, Vavuniya Campus of the University of Jaffna. This is the first time the Faculty of Business Studies has organized a Research Conference. After a longtime, Vavuniya Campus is organizing a Conference. I am happy to congratulate the Rector and the Dean of Faculty of Business Studies and his team for initiating this Conference.

This Research Conferences are useful for the academics to meet and share their knowledge. Vavuniya Campus is now developing its infrastructure and academic activities. Organizing this Research Conference is supporting its development and active developments.

The Research Conference on Business Studies-2016 is focusing on the specific topic 'Research Solutions to the Real-World Business Challenges'. The conference areas are Accounting and Finance, Agribusiness, Business Economics, Business Information Systems, Business Communication, Disaster Management, Entrepreneurship, Human Resource Management, Knowledge Management, Marketing Management, Operations and Supply chain Management, Project Management, Strategic Management and Tourism and Hospitality Management. I believe that this research conference would bring in new knowledge to the region and to the country as a whole.

Once again I congratulate the team for organizing this conference and wish them all success to continue with such endeavor in the future too.

Prof. Ms. V. Arasaratnam
Vice Chancellor,
University of Jaffna

Rector's Message

It gives me great pleasure to issue this congratulatory message for the 1st Research Conference on Business Studies (RCBS) of the Faculty of Business Studies of the Vavuniya Campus of the University of Jaffna on the theme “Research Solutions to the Real World Business Challenges”.

The RCBS provides a forum for academics and other professionals in the field of management to present their research to a wide audience of academics policy makers' representatives from industry and students. The papers are peer reviewed prior to acceptance and published as an extended abstract in the conference proceeding. The conference is further embellished by the participation of an eminent keynote speaker with a proven track record of research in the identified theme.

The RCBS is organized by a committee of young academics from the faculty of Business studies of the Vavuniya Campus of the University of Jaffna. Faculty of Business studies is proud to host this important event and to provide Vavuniya Campus permanent location as the venue.

I hope that the distinguished delegates will have ample opportunities to deliberate upon a wide variety of tracks in the conference and thereby help enrich our knowledge in the area of management.

I would like to congratulate the conference committee and staff of the Faculty of Business studies for hoisting this event and I wish all the best in continuing its good work.

Dr.T.Mangaleswaran

Rector

Vavuniya Campus

Dean's Message

I am happy that Faculty of Business Studies(FBS), Vavuniya Campus of the university of Jaffna is organizing the 1st research conference on Business Studies-(RCBS-2016) titled “Research Solution to the Real-world Business Challenges” on June 24th 2015.

Facing challenges on the real-world business is very difficult task because it should take the solutions from the research. The conference theme supports the present situation of the Sri Lankan economy.

Innovation in today's increasingly competitive business environment is considered by many to be the engine of economic growth. However, the innovation landscape has altered dramatically in the past decade and if Higher Education Institutions are to perform better, their role needs to be transformed as a catalyst for giving real solution to the real-world business challenges from the innovation.

I wish and congratulate the conveners and their team for organizing this wonderful research conference and publishing the proceedings. It will pave the way for giving clear cut ideas and vision for the forth-coming researchers for taking research solutions to the real-world business challenges.

I record my warm greetings and extend my best wishes for this research conference on business studies.

Dr.A.Pushpanathan

Dean

Faculty of Business Studies

Conveners' Message

It is our honor to send a message to the proceedings of the Research Conference on Business Studies (RCBS 2016) as the conveners of the session.

The Faculty of Business studies of Vavuniya Campus is organizing the first research conference on Business Studies, on the theme of “Research Solutions to the Real-world Business Challenges”. The present business world, because of globalization, borderless business environment, workforce diversity, learning organizations and revolution of information technology faces lot of managerial, organizational and leadership challenges. As therefore, it is highly essential to undertake appropriate business related researches to address the challenges of modern business. Further, in our country, it is highly crucial to increase the quality of researches to address the local context business issues to make upright and make the business organizations succeed. It is with this aim we have specified the theme of the session and requested the academics and researchers to contribute towards our objectives. We have received Seventy-two abstracts and they were reviewed by subject specialists. Thirty three papers found their place in the proceedings of RCBS 2016.

The organizing committee is indebted to Prof PSM Gunaratne, Vice Chairman of the University Grant Commission, the Chief Guest, Senior Professor. Vasanthy Arasaratnam, Vice Chancellor of the University of Jaffna, the Special Guest, Dr. T. Mangaleswaran, Rector of the Vavuniya Campus, Guest of Honor, Dr. C. Samudhra Rajakumar, Professor in Business Administration, Annamalai University, who delivers the key note address and Professor Velnamby, Dean, Faculty of Commerce and Management Studies, University of Jaffna, for the valedictory address and Ms. Esther McIntosh, Country Director, World University Services of Canada, who delivers guest speaker address on “Emerging Trends in Youth Development”. I also place my gratitude on record to Dr. A. Pushpanathan, Dean of the Faculty of Business Studies for his guidance and support in making this event a successful one.

Mr. Y. Nanthagopan / Convener, RCBS 2016

Dr. K. Kalainathan / Convener, RCBS 2016

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Impact of Financial Management Practices on Financial Performance of SMEs in Sri Lanka: Evidence from Anuradhapura District

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Introduction

Small and Medium Scale Enterprises (SMEs) which have been recognized as a strategically vital sector in the economy of Sri Lanka contribute in generating high economic growth, employment generation, improving innovation capabilities and regional development. Thus, this sector is considered as the backbone of the Sri Lankan economy (Gamage 2014). Therefore, policy makers, practitioners and researchers in all relevant institutions have a huge responsibility to groom small businesses to become large scale export firms which is essential for economic development in Sri Lanka (Gamage 2014). Financial management (FM) system is necessary to ensure that the SMEs economic resources are used effectively and efficiently in search of its goals (Butt, Hunjra & Rehman 2010). However, poor recordkeeping, inefficient use of accounting information to support their financial decision making and the low quality and reliability of financial data are part of the main problems in FM concerns of SMEs (Karunananda & Jayamaha 2011). According to Turyahebwa, Sunday and Ssekajugo (2013), financial management practices positively influence on firm performance of SMEs. Therefore, it is utmost important to analyze the firm performance and FM practices of SMEs. In practice, this study was significant for financial management practices in Sri Lanka. The results will indicate the relationships between financial management practices and SMEs performance and will assist owner-managers and financial managers to improve performance and profitability of their businesses by managing financial matters efficiently and effectively. Through this study an effort is made to ascertain the financial practices adopted by SMEs in Sri Lanka and get to know whether those practices have an impact on these firms' financial performance.

Literature Review

FM is one of several functional areas of management, but it is central to the success of any small business (Meredith 1986 cited in Abanis et al. 2013). FM is the management of finances of a business in order to achieve the financial objectives of the business. Financial literature suggests that optimum application and commitment towards financial management practices is one of the successive factors resulted on firms' performance (Butt et al. 2010; Jennifer & Dennis 2015). The financially well-managed firms are operationally

efficient (Butt et al. 2010).The ability of SMEs to develop, grow, sustain and strengthen themselves is heavily determined by their capacity to access and manage finance (Abe, Troilo & Batsaikhan 2015).Inefficiencies in FM result in poor financial performance and eventually lead to failure of SMEs (Jennifer & Dennis 2015). Accounting information system (AIS) as one of the key FM practices, reported that there is a positive and significant impact on firm’s performance (Turyahebwa et al. 2013; Jennifer&Dennis 2015).Working capital management (WCM) is important since it affects on the firm’s profitability, risk and eventually its value. Many studies noted that WCM significantly and positively influence on firm’s performance (Butt et al. 2010; Niazi et al. 2011; Jennifer &Dennis 2015). Bookkeeping alone without preparing reports is likely not to be fundamental in aiding decision making unless proper reports are prepared and analyzed to attach a meaning so as to help decision makers (Abanis et al. 2013; Jennifer &Dennis 2015). Financial reporting and analysis (FRA) as another FM practice show a significant and positive impact on firm’s performance (Turyahebwa et al. 2013; Jennifer& Dennis 2015).

Methodology

The sample consists of 50 firms from the SMEs operating their business in Anuradhapura District through a random procedure for the year ended 2014. A field survey with a standard and self-reported questionnaire is administered to garner data. The entire sample is the final sample since, one of the researchers herself collect the data through the field survey. Thus, the response rate is 100%. Three variables are identified as FM practices; AIS, WCM and FRA whereas return on equity (ROE) is used as the proxy for the firm performance. A multiple linear regression model attempts to investigate the association between firms’ performance and their FM practices using the statistical package SPSS.

$$\text{Performance ROE} = \alpha + \beta_1 \text{AIS} + \beta_2 \text{WCM} + \beta_3 \text{FRA} + \varepsilon \dots\dots\dots(1)$$

Results and Discussion

Table 1 depicts some important descriptive statistics of the relevant variables.

Table 1: Results of Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
ROE	47.69	51.75	50.00	0.99
AIS	3.25	5.00	3.96	0.39
WCM	2.57	3.57	3.08	0.28
FRA	2.86	4.29	3.45	0.29

Source: Analysis Data

Researchers performed an Ordinary Least Square (OLS) regression analyses for all variables and results are presented in Table 2. The R Square value represents that only 20.5% of the variation in dependent variable can be explained by the respective independent variables.

Thus, R Square shows the evidence for the badness of fit of the model. Table shows the estimation for the link with ROE as the measure for firms' performance. In this study, only WCM significantly affect on firm performance of the selected firms. The result is consistence with the findings of previous researchers (Butt et al. 2010; Niazi et al. 2011; Jennifer & Dennis 2015). According to the regression results, the effects of AIS and FRA on firm performance were not significant. Thus, the findings are a little bit contrast with the prior studies may be due to small sample or country difference.

Table 2: Results of Regression

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	42.500	2.199		19.326	0.000
AIS	0.392	0.339	0.157	1.157	0.253
WCM	1.327	0.602	0.314	2.204	0.033
FRA	0.470	0.470	0.141	1.001	0.322
R= 0. 452		R square = 0. 205		Adj. R square = 0. 153	
SE = 0. 903		F value = 3.945		Sig F = 0. 014	

Source: Analysis Data

Conclusion and Recommendations

The result of the regression analysis is obvious that firms' performance in SMEs affects only by the WCM when performance is measured by ROE. The coefficients representing WCM, in ROE is positively and statistically significant at the 5% level. However, performance of SMEs does not influence by AIS and its coefficient is not statistically significant. FRA also is not a significant factor that contributes to the profitability of sample firms. Thus, it is apparent that performance of selected firms affects only by one of the selected FM practices. On the whole, the results imply that FM practices employed in this study have only a small contribution on the performance of Sri Lankan SMEs. Some limitations of this study are also inevitable. Other variables which may effect to the performance have not been included in the models was the main limitations of the study. It would probably be able to increase the power of the regression models by adding more independent variables, and hence a better explanation of the FM practices of the SMEs' performance.

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Cross Sections of Expected Return and Book to Market Ratio: An Empirical Study on Colombo Stock Market

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Introduction

The modern portfolio theory states that market factor is considered as only factor in determining the stock return. Treynor (1961), Sharpe (1964), Lintner (1965) and Mossin (1966) version of CAPM, version of Capital asset pricing model (CAPM) is commonly used to estimate cost of capital and to value financial asset. Studies found evidences in contrast to such existence of linear relationship. Friend and Blume (1970), Jensen et al. (1972) and Stambaugh (1982) found a flat relationship between stock return and market factor. Due to the inability of the market factor, researchers focused on identification of other risk factors which determine stock return. Rosenberg et al. (1985) found the Book to market equity is able to determine the variations of expected return of stock. The stocks with high book to market equity ratio earn higher return than stock with low book to market equity ratio.

The existence of positive relationship between stock return and book equity to market equity ratio (hereafter BE/ME) were confirmed by the study of Fama and French (1992), Davis (1994), Lakonishok et al. (1994), Asness (1997), Lewellen (1999), Asness et al. (2000) in US market. The relationship between stock return and BE/ME is found in international market also, for example Chan et al. (1991) in Japan; Fama and French (1998) found in international market such as Australia, Belgium, France, Germany, Hong Kong, Japan, Netherlands, Singapore, Sweden, Switzerland and UK; Fraser and Page (2000) in South Africa and Griffin (2002) in Canada. Capaul et al. (1993) in developed market such as France, German, Switzerland, UK, Japan and USA; Rouwenhorst (1999) found in developing markets such as Argentina, Brazil, Chile, Greece, Indonesia, India, Jordan, Korea, Malaysia, Mexico, Nigeria, Philippines, Taiwan, Turkey, Venezuela and Zimbabwe. Even though the cross sectional relationship between stock return and BE/ME were found in several developed and developing markets, evidence in Sri Lankan context seem hard to find in literature. Hence there is a question exists whether the cross-sectional relationship between stock return and BE/ME exists in Sri Lankan capital market. Therefore, this study empirically tests existence of the cross sectional relationship between stocks return and BE/ME in the Colombo Stock Exchange.

Literature Review

Rosenberg et al. (1985) tests relationship between stocks return and BE/ME in US market during the period between from January 1973–September 1984. The study found that there is a positive relation between average stock returns and BE/ME. Similarly, Chan et al. (1991) examined the related cross-sectional differences in returns and BE/ME on Tokyo Stock Exchange (TSE) during the period between from January 1971 to December 1988. They found a greater impact and significant positive relationship between the expected return and BE/ME. Chui and Wei (1998) examine relationship between BE/ME, and expected stock returns relationship in five Pacific-Basin emerging markets such as Taiwan, Hong Kong, Thailand., Korea, and Malaysia during the period from July 1977 to June 1993. The relationship between BM/ME and return was significantly positive in Korea, Hong Kong and Malaysian Markets. However, the significant negative relationship found in Malaysia, Thailand, Korea and Hong Kong. Kothari et al. (1995) examine whether BE/ME captures cross-sectional variation in average returns stocks in NYSE and AMEX during the period from 1927 to 1990. They observed the BE/ME and returns relationship is much weaker than predicted by Fama and French (1992).Lakonishok et al. (1994) formed portfolios based on value strategies to investigate the role of BE/ME in explaining the cross-section of returns. They followed Fama and MacBeth (1973) methodology and used stocks from NYSE and AMEX during the period April 1968 to the end of April 1989. The study found that BE/ME has statistically significant predictive power in explaining return.

Methodology

The relevant market data for this study was taken from the official website of the Colombo Stock Exchange website (www.cse.lk) and CSE data library. In addition to the market data, the accounting data and number of shares of the company were taken from financial statements of respective companies published in annual reports. All listed companies are taken into considered for this study during the period from April 2000 to March 2013. The number of companies listed in the main board of the CSE as at March 2013 is 289. However, The Bank Finance and Insurance sector firms and non-traded firms during the period and the stocks with negative BE/ME were excluded from the sample of this study. Finally, the sample of the study consists of 181 companies.

The book to market is calculated at the end of March each year. The book to market is defined as the net assets as at end of financial year end of a respective firm is divided by the market equity as at the end of financial year. The market equity is defined as the number of shares outstanding times closing price as at end of last trading day of financial year end of

respective firm. BE/ME is sorted in ascending order and divided into ten equal number of portfolios. First decile portfolios labeled as D1, second decile portfolios labeled as D2 and so on. So that the stocks with smallest BE/ME ratio lies in the first portfolio D1 and the highest BE/ME ratio stocks are, in the last portfolio D10. The equally weighted monthly portfolio return is assigned to respective portfolio from April t to March t+1. The return is calculated monthly by incorporating dividend yield with capital gain. The portfolio is reformed each year at the end of March. The existence the cross sectional relationship between stock return and BE/ME is tested by Fama and MacBeth (1973) two step regression on monthly return of ten portfolios and natural logarithm of BE/ME of respective portfolios. The slope coefficient for each of the 10 portfolios are estimated in the first step using time series regression equation 1 across portfolios. Then portfolio returns regressed against the 10 estimated slope coefficient across time periods in the second step cross sectional regression equation 2.

$$R_{it} = \alpha_{it} + \beta_{it} BTM_{it} \text{_____ Equation 1}$$

$$R_t = \gamma_{0t} + \gamma_{1t} \beta_t \text{_____ Equation 2}$$

Hypothesis

H_0 :The cross sectional relationship between stock return and BE/ME does not exist in the Colombo stock market.

$$H_0 : \bar{\gamma}_t \leq 0$$

H_1 :The positive cross sectional relationship between stock return and BE/ME does exist in the Colombo stock market.

$$H_1 : \bar{\gamma}_t > 0$$

Results and Discussion

Table 1 shows descriptive statistic summary of monthly observation of each portfolio average monthly return from April 2000 to March 2012. The average portfolio return of highest decile portfolio D10 return is 5.93% per month when lowest decile portfolio D1 return is 3.63% per month. The differences between highest and lowest decile portfolio return is 2.2972%. The differences of return between highest and smallest decile portfolios provide evidence for existence value effect in CSE during the study period.

Table 1: Descriptive Statistics

Descriptive statistics										
Statistic	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10
No. of observations	156	156	156	156	156	156	156	156	156	156
Mean	3.63	1.82	2.44	2.47	2.98	3.14	2.69	4.02	4.01	5.93
Median	1.25	2.04	2.14	1.24	1.86	1.88	2.12	2.79	2.29	2.43
Minimum	-21.79	-21.25	-22.30	-21.37	-20.12	-17.72	-20.89	-21.72	-23.29	-25.30
Maximum	127.78	23.69	28.05	35.04	58.31	31.42	32.19	36.25	38.46	92.97
Range	149.57	44.93	50.34	56.41	78.43	49.14	53.08	57.97	61.75	118.27
Standard deviation (n-1)	14.88	8.26	8.01	8.71	10.47	9.23	9.01	10.21	10.56	15.91
Standard error of the mean	1.19	0.66	0.64	0.70	0.84	0.74	0.72	0.82	0.85	1.27
Mean absolute deviation	9.09	6.38	6.25	6.51	7.52	7.22	6.92	7.75	8.15	10.89

Table 2 shows the test result of Fama and MacBeth (1973) two-step regression on monthly return of ten portfolios and natural logarithm of BE/ME of respective portfolio. The Fama and MacBeth coefficient of BE/ME is 0.7862 and the respective t statistics is 45.30. The t value of the Fama and Macbeth test statistics is so far from zero. The p value of the test statistics is 0.000. Therefore, the p value is less than critical alpha value 0.05 at 95% confidence level. Hence, the Fama and MacBeth coefficient of BE/ME is highly significant and rejects null hypothesis (that the cross sectional relationship between stocks return and BE/ME does not exist in the Colombo stock market). Therefore, the result reveals a significant positive relationship between portfolio return and BE/ME. This finding is consistent with study of Asness, Proter & Stevens (2000), Fama & French (1992), Davis (1994), Lakonishok, Shleifer & Vishny (1994), Asness (1997), Lewellen (1999), in US market and . Chan, Hamao and Lakonishok (1991), Fama and French (1998), Fraser & Page (2000), Griffin (2002), Rowley and Sharpe (1993), Rouwenhorst (1999) in international markets.

Table 2: Fama and Macbeth (1973) Test Results

Fama and Macbeth (1973) Test	
FM Coefficient	0.786283
Observation	156
Variance	0.04699
SD	0.216771
T Statistics of FM	45.30428
P value	0.000

Conclusion

This study examines whether cross sectional relationship between stock return and BE/ME exists in Sri Lankan capital market. The sample of study includes all non-financial companies listed on main board of Colombo stock exchange during the period from 2000 to

2013. All sample of stocks are formed into ten portfolios based on BE/ME and equally weighted average monthly portfolio return is calculated and assigned to respective decile portfolios at the end of each year. The existence of cross sectional relationship between stock return and BE/ME is estimated by the Fama and MacBeth (1973) cross sectional two step regression. The analysis shows that there is a positive relationship between portfolio return and BE/ME. Further, the study provides evidence for existence of value effect during the study period in Colombo stock exchange.

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Value Relevance of Accounting Information and Implication on Stock Price Movement: Empirical Evidence from Listed Banks in Sri Lanka

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Introduction

The relationship between stock price and accounting earnings has been an internationally popular subject of research for more than thirty years. Value relevance is defined as the ability of accounting numbers contained in the financial statements to explain the stock market measures. (Beisland 2009). Accounting information is one of the most prominent inputs to decision determining pricing. So it becomes natural candidate to consider when examining the efficiency of the price setting process (Jiri 2008). Accounting plays a significant role within the concept of generating and communicating wealth of companies (Meryer 2007). Stock price is the most obvious and important criteria for determining the firm's value. So, stock price maximization is the most important goal for most corporations to maintain their economic growth and creditability in the mind of investors.

The purpose of this study is to investigate the importance of accounting information for stock market responsiveness. It means whether accounting data provide value- relevant reflected to investors and other users which are reflected in share price or not. More recently studies addressed on the contribution of cash flows, earnings and book value when assessing the value relevance of the firm. This paper studied about the association between stock movement and accounting related information such as earnings per share, return on equity and earning yield. Vijitha and Nimalathasan (2014) has examined the value relevance of accounting information by studying variables such as Earnings per share, net asset value per share and return on equity and price earnings ratio to share prices of manufacturing companies in Colombo stock exchange. They found that the value relevance of accounting information has the significant impact on share price and value relevance of accounting information significantly correlated with share price.

Literature Review

Different researchers from different countries defined the word value relevance in their previous studies including Beisland (2009), Ohlson (1999), Barth et al. (2000) and Amir et al. (1993). Prior study in 1993 by Amir et al used the term "value relevance" and defined as the relationship between accounting figures and market value of equity. The definition of

value relevance given out by Amir et al. (1993) closely related with definition given out by other researchers including Barth et al. (2009) and Barth et al. (1998). Studies by Kothari (2001), Haley and Palepu (2001) have extensively reviewed studies examining the relation between accounting information and security prices. These studies concluded that financial reports provide new and relevant information to investors although the relevance has considerably come down.

Svenson and Larsson (2009) studied a research to examine the value relevance of earning in Sweden. Earnings and market values from 30 companies and over 10 years from 1999 to 2008 were collected for this study. According to their research it is found that earnings are value relevance and earnings can explain 9.3 percent of the market return in Sweden.

Vijitha and Nimalathasan (2014) titled “Value relevance of accounting information and share price: A study of listed manufacturing companies in Sri Lanka” has examined the value relevance of accounting information by studying variables such as Earning per Share (EPS), Net Assets Value Per Share (NAVPS), and Return On Equity (ROE) and Price Earnings Ratio (P/R) to Share Prices (SP) of manufacturing companies in Colombo Stock Exchange (CSE). The number of 20 companies was selected in the period of 2008-2012. They found that the value relevance of accounting information has the significant impact on share price and value relevance of accounting information is significantly correlated with share price.

A large number of empirical studies have been conducted about the value relevance of accounting information on stock price movement. Several researchers examined the relationship between stock prices and selected factors. The result shows a variety of findings depending on the scope of the study. Some of those factors could be common for all stock markets. Thus, research in this area has given mixed outcomes that suggest a significant gap in the understanding of the nature and direction of the relationship between value relevance of accounting information and implication on stock price movement.

Methodology

In order to assess the value relevance of accounting information and stock price movement of banks, this study employed quantitative techniques. The focus of interest in this study is the listed banks on the CSE as at 2014. In order to select the sample, random sampling method used, which implies population has equal chance of being included in the sample (Saunders et al. 2009). Consistent with this selection, the sample size is 10 listed banks on the CSE. Mainly this study examines the empirical relationship between accounting

information or variables like Earning per Share (EPS), Return on Equity (ROE) Earning Yield (EY) in the market for the period of 2009-2014 in CSE database.

Hypotheses Development

H₁:- The value relevance of accounting information is significantly correlated with stock price movement

H_{1a} :- Earning per share significantly correlated with market price per share

H_{1b} :- Return on equity significantly correlated with market price per share

H_{1c} :- Earning yield significantly correlated with market price per share

H₂:- There is an impact of value relevance of accounting information on stock price movement

H_{2a}:- Earning per share impact on the market price per share

H_{2b} :- Return on equity impact on the market price per share

H_{2c} :- Earning yield impact on the market price per share

Findings and Discussion

Table 1: Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
MPS	10.75	399.90	108.9062	84.09497
EPS	.10	55.31	11.4617	10.01816
ROE	.70	42.35	14.6525	7.78982
EY	.43	39.06	9.5341	5.38670

Table 01 illustrates that, descriptive statistics for all variables that the average share price of the banks which is registered in CSE is 108.9062. The minimum share price is LKR 10.75 and the maximum recorded as LKR 399.90. Standard deviation of the share price is LKR 84.09497. Average earning per share of the banks 11.4617, the minimum earning per share is LKR 10 and maximum earning per share recorded as LKR 55.31 and standard deviation of earning per share is LKR 10.01816. Average return on equity of the banks 14.6525, the minimum return on equity is LKR 70 and maximum return on equity recorded as LKR 42.35 and standard deviation of return on equity is LKR 7.78982. Average earning yield of the banks 9.5341, the minimum earning yield is LKR 43 and maximum earning yield recorded as LKR 39.06, the standard deviation is LKR 5.38670 respectively.

Table 2: Correlation Matrix

		MPS	EPS	ROE	EY
MPS	Pearson correlation	1	.672**	.404**	.170
	Sig (2 tailed)		.000	.001	.193
EPS	Pearson correlation		1	.667**	.708**
	Sig (2 tailed)			.000	.000
ROE	Pearson correlation				.746**
	Sig (2 tailed)				.000

** . Correlation is significant at the 0.01 level (2 tailed)

Table 2 clearly describes the relationship for all the pairs of variables. From that output, it can be found that, the correlation coefficient between EPS and MPS is 0.672, which is

significance at 1% level. Based on that conclusion can be made that there is a strong and positive correlation between EPS and share price at 1% significance level. The correlation coefficient between ROE and MPS is 0.404 which is significance at 1% level. It indicates that there is moderate positive correlation between ROE and MPS at 1%. The correlation coefficient between EY and MPS is 0.170 which is positive correlation with MPS.

Table 3: Regression Analysis

Independent variables	Dependent variable		
	MPS		
	coefficient	t-statistic	sig
Constant	78.435	5.486	.000
EPS	8.563	9.058	.000
ROE	3.304	2.563	.013
EY	-12.175	-6.189	.000
R	0.822		
R ²	0.676		
Adjusted R ²	0.659		
P value	0.000		

It is found that from the Table 4, we can observe stock price movement is influenced by value relevance of accounting information by 67.6%. Remaining 32.4% are determined by other factors. Based on the coefficient of stock price movement relating EPS, ROE and EY are 8.5631, 3.3041, and -12.175 respectively. Thus confirm significantly impact of value relevance of accounting information on stock price movement.

Table 4: Hypotheses Testing

No	Hypotheses	Results	Tools
H ₁	The value relevance of accounting information is significantly correlated with stock price movement	Partially accepted	Correlation
H _{1a}	Earnings per share significantly correlated with market price per share	Accepted	Correlation
H _{1b}	Return on equity significantly correlated with market price per share	Accepted	Correlation
H _{1c}	Earning yield significantly correlated with market price per share	Rejected	Correlation
H ₂	There is an impact of value relevance of accounting information on stock price movement	Accepted	Regression
H _{2a}	Earnings per share impact on the market price per share	Accepted	Regression
H _{2b}	Return on equity impact on the market price per share	Accepted	Regression
H _{2c}	Earning yield impact on the market price per share	Accepted	Regression

Conclusion

The present study has been undertaken to examine the empirical relationship between share prices and explanatory variables such as EPS, ROE and EY for the period 2009-2014. The result revealed that the accounting information such as EPS and ROE were significantly correlated with share price at 1% significance level and also has strong positive correlation. The EY ratio positive correlated with share price. From the regression analysis it can be concluded that value relevance of accounting information such as EPS and EY are significance impact on share price at 1% significance level at the same time ROE also have the significant impact on share price at 5% significance level respectively. Finally the conclusion can be made that value relevance of accounting information has the significant impact on share price and value relevance of accounting information is significantly correlated with share price.

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A Conceptual Paper on Intellectual Capital Disclosure Practices

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Introduction

At present, the world economy is transiting from an industrial economy to a Knowledge Based Economy (KBE) in order to enhance the wealth creation (Abhayawansa 2013). As per this transition, to be sustaining the competitive advantage, the economy has to depend on the knowledge based capital so called the Intellectual Capital (IC), such as: knowledge workers, employee related measurements, patents, trademarks, organizational systems and business strategies (Rashid 2010).

As far as stakeholders of the companies are concerned, the annual report is one of the primary methods used to communicate the companies' response to stakeholder concerns. It is the right of all stakeholders to obtain all the information of the company, including IC information. Sri Lanka Accounting Standard for intangible assets - LKAS 38 sets out the accounting treatment, recognition and measurement of intangible assets of the companies' financial statements. As per this Standard, the term intangible assets are defined as identifiable non-monetary asset that is not physical in nature and owned to be used in generating or handling over goods and services. Intangible assets are very difficult to be recognized in companies' statement of financial position under the current accounting and reporting framework. Therefore, companies tend to report these resources voluntarily in their annual reports (or on websites) (Yi & Davey 2010). As far as IC is concerned, the disclosures of IC are generally related to those in the guidelines of G3.1 or G4 as per Global Reporting Initiative (GRI) (Senaratne, Ajward & Liyanapathirana 2015). These guidelines are generally considered as representing current best practice reporting on sustainability.

Problem Identification

In Sri Lanka, companies are investing huge amounts in training its employees. These heavy investments to train and retrain quality staff are not reflected in the statement of financial position of these companies in various industries. This is also due to strict recognition criteria for IAs that do not allow human capital to be shown as an asset in the statement of financial position (Abeysekera & Guthrie 2005, Agne & Maria 2014, Abhayawansa & Guthrie 2014). Jayasooriya, Gunawardana and Weerakoon Banda (2015) state that

‘[t]he different practices of disclosing the IC in annual reports do not result the real financial position of the firm, is a key problem in Sri Lankan business organizations’.

In order to address the problem identification, the following research question need to be answered. What are the ways in which public listed companies disclose IC information in annual reports? Based on the literature review, this paper sets out to achieve the following objectives: to examine the nature of disclosing the IC information based on the content analysis of annual reports and to reveal the major findings of past Sri Lankan ICD research studies. This research contributes to limited research in the context of Sri Lanka since past research repeatedly concerning on developed economies. The remainder of this paper is structured as follows. First, literature on ICD is reviewed. Next, research methods are detailed. Following section discussed the findings of the study. Finally, conclusions are given.

Review of Literature

Having reviewed the literature on prior studies from 2004 to date in Sri Lanka, this section identifies the research gaps. Abeysekera and Guthrie (2005) found that there was no consistent theoretical framework of reporting intangibles in Sri Lanka. From the panel data only the extent of ICD over the period can be identified. Most of the prior studies considered the single year and some other studies considered less than three-year period. Table 1 details the longitudinal ICD studies conducted in Sri Lanka.

Methodology

IC information in terms of internal capital disclosure, external capital disclosure and human capital disclosure were adopted as an instrument to examine the nature of ICD information by Sri Lankan listed companies. This conceptual paper is employed the content analysis of the annual reports as a qualitative research method. Companies with higher market capitalization are most likely to disclose IC information from 2011 onwards incorporating G3.1 guidelines. For an instance Union Assurance PLC has been preparing its annual reports in accordance with Integrated Reporting (IR) and GRI guidelines since 2011. Three years’ annual reports from 2013 to 2015 of the top 30 companies in terms of highest market capitalization as of 10th of June 2015 were screened in terms of words, sentences, pictures, tables and graphs. For the purpose of this conceptual paper, a list of ICD items has been developed by Malawara Arachchi and Kehelwalatenna in 2011 was modified by the authors and used in this study.

Table 1: Longitudinal ICD Studies Conducted in Sri Lanka

Authors	Sample	Annual reports	Method	Major findings	Statistical analysis
Abeyssekera and Guthrie (2005)	30 companies	1998/1999	Content analysis	Most reported was external capital by frequency and human capital by line count.	Not specified
Abeyssekera (2007)	30 companies	1998/1999 and 1999/2000	Content analysis	Difference ICR practices Sri Lanka and Australia due to the differences in economic, social and political factors.	Correlations and regression
Abeyssekera (2011b)	90 companies	1998-2000-2002-2004	Content analysis	Does not include narrative, visual, or numerical ICD and narrative disclosure, but not visual or numerical ICD.	Correlations and regression
Malawara Arachchi and Kehelwatenna (2011)	5 banks	2006 - 2009	Content analysis	ICD revealed that there was increasing trend of the disclosure of the higher level human capital and external capital.	Not specified
Abeyssekera (2014)	30 companies	2001-2002	Content analysis	Signals differ between industry sectors in convincing stakeholders to advance external capital accumulation	Correlations and regression
Jayasooriya, Gunawardana and Weerakoon Banda (2015)	90 companies	2011-2013	Content analysis	25% of companies reported HCD. 13% of companies reported organizational capital. 15% of companies reported social capital.	Frequency analysis

Source: Researcher constructed based on the literature review.

This list was classified under category of internal capital disclosure, external capital disclosure and human capital disclosure to analyze the nature of ICD through content analysis of the annual reports of companies.

Findings from Sri Lankan listed companies' annual reports based on content analysis

Most of the companies are preparing their annual reports in the following headings, such as: group highlights, governance, sustainability integration and risk management, management discussion and analysis, financial statements and supplementary information. These sections generally cover the IC related information in terms of quantitative and qualitative as well. For instances: Sampath Bank PLC disclosed employee related measurements as:

‘Profit per employee LKR 1.2 million, employee retention 97% in 2014’ (Sampath Bank PLC 2014, p. 34).

Dialog Axiata PLC 2014 disclosed employee welfare as:

‘The BOD of the bank at its meeting held on February 23, 2015 approved a proposal to introduce an ESOP for the benefit of all Executive Officers in grade 1 A and above by creating up to 2% of the ordinary voting shares at the rates specified in the proposed ESOP in 2016, 2017, 2018, upon the bank achieving specified performance target set for the years 2015, 2016 and 2017 respectively in the proposed ESOP. P.405 88,649,900 options were granted in June 2005 under Tranche 0 to eligible employees at Rs.12 each. Up to 25 October 2014, out of the total number of share options granted under Tranche 0, a total of 51,330,499 options had been exercised and a total of 11,562,301 options had been forfeited. 226,800 options were exercised by the employees during the financial year’ (Dialog Axiata PLC 2014, p. 110).

Union Assurance PLC disclosed training and development as:

‘Investment in training and development LKR million 49’ (Union Assurance PLC, 2014, p. 9).

Most of the companies were qualitatively disclosed the items of internal, external and human capitals in their annual reports. As compared from 2013 to 2015, there was generally an upward trend of the disclosure of IC items of the sample companies.

Conclusion

In this conceptual paper, the authors conducted a comprehensive literature review with respect to ICD specially in Sri Lanka. The findings show that there was a generally increasing trend of ICD in the Sri Lankan listed companies. Most of the Sri Lankan listed companies are now being disclosed the IC information in their annual reports in terms of words, sentences, pictures, tables and graphs with the core discipline of GRI4 guidelines.

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Influence of Credit Rationing on Child Labour in Poor Households in Sri Lanka: Special Reference to Hulandawa Estate in Matara District

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Introduction

Children's participation in the labour force is endlessly varied and infinitely volatile, responding to changing market and social conditions. Credit rationing and child labour which are common to the poor community, this study is conducted influence of credit rationing on child labour in poor Household in Sri Lanka in case of the laborer community in Hulandawa estate.

Problem Statement

The Child Activity Survey (CAS) (2008/09) reveals that 12.9 % of the child population in Sri Lanka is engaged in some form of work like, buying and selling business, production of goods & services, self-employment activities that could be termed economic activity. It includes children who are involved in some form of economic activity while also attending school or not. This study is conducted on the influence of credit rationing on child labour in poor Household in Sri Lanka in case of the laborer community in Hulandawa estate people.

Objectives:

This study addresses the following specific objectives.

1. To identify the factors influencing the credit rationing.
2. To identify which factor is highly influence on credit rationing.
3. To provide the suggestions to reduce the child labour working in Hulandawa Estate.

Literature Review

Sri Lanka is one of the middle income countries in the world and suffers from poverty which continues to be an economic problem. According to the World Bank (WB) data Sri Lanka has recorded the lowest number of persons suffering from severe levels of poverty among the South Asian countries. The data released by the Department of Census and Statistics (DCS) for 2012/13 indicated that the poverty headcount ratio (6.7%) which is the percentage of population earning below US \$1.25 a day (PPP) in Sri Lanka declined from a 14% in 2002 to a 7% in 2007and increased 8.9% in

2009/10 and decreased 6.7% to 2012/13 in all the sectors such as urban, rural and estate. Among those sectors a higher poverty headcount ratio can be observed in the estate population.

Both poverty constraints and income opportunities play important roles in the decision to send children to school or to work (Cockburn 2001). Cockburn find that work and school conflict largely but not entirely. Expected returns to schooling are greater than to child work. Income may also encourage schooling and reduce child work by reducing household credit constraints. Moreover, returns to schooling may also increase with household income, through social capital or other employment advantages (Cockburn 2001). Level of education and unemployment of Parents is the most important factors in determining children's education (Bastos and Machado). According to their study, children whose parents have low levels of education and children whose parents are both unemployed can be affected their educational level also. Most of these working children help their families at home, on family farms or in family businesses (Edmonds 2007). This works depend on age, household size, number of siblings and in general, poverty (Ilahi 2001). According to Ilahi the costs of schooling can influence not just the demand for children's education, but also the time children allocate to house work and outside labor. This study has shown that consumption poverty is the main cause of child work and that when the inability of the labour market to provide jobs when the child labour needs emerges in the household, land availability generates the work opportunities. Sickness and disease of adults also cause to child labor (Ilahi 2001).

Jaffee and Modigliani (1969) define credit rationing as a situation in which there is an excess demand for commercial loans at the prevailing commercial loan rate. Credit is an essential instrument for improving the welfare of the poor directly and for enhancing productive capacity through financing investment by the poor in their human and physical capital (Okurut et al. 2004; Ghosh et al. 1999). According to Okurut et al. (2004) as a result of constrained access to formal credit, the poor rely almost exclusively on the informal financial sector. Although households apply for credit lenders determine how much credit is allocated to them, based on their perception of the household's creditworthiness. This often results in credit rationing that occurs when loan demand exceeds supply, and some borrowers receive no loans or less than the amount applied for at the prevailing market interest rates (Okurut et al. 2004). Under credit rationing situation where the poor community is unable to find

a way to escape from their financial difficulties, a tendency of using the child labor can be expected (Jafareyet al. 1999).

Methodology

Conceptual Frame Work

Based on the problem statement, the researcher has formulated the following conceptual framework from the literature survey.

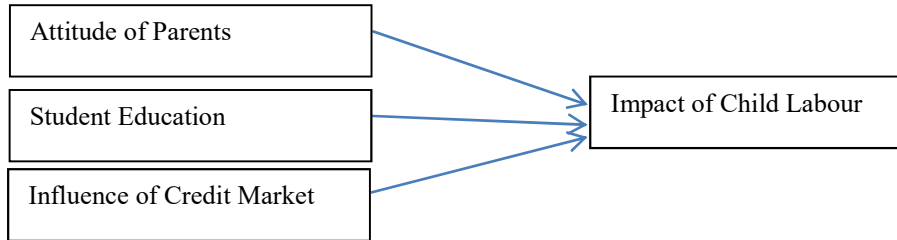


Figure-1 Conceptual Framework

Operationalization

Table 1: Operationalization

Dimensions	Indicators	Measurement
Attitude of Parents	Family status Household's income Employment opportunities	Questionnaire
Student Education	School Attendance Level of Education Activity Status	Questionnaire
Influence of Credit Market	Formal Credit Market Informal Credit Market	Questionnaire

Source: Develop for research purpose

Sample

About 70 households living in this estate, among them 50 households were selected as convenient sampling method. Altogether 155 children were selected from those household at the research area.

Method of Data Evaluation

Univariate analysis has been used for the purpose of data evaluation. Questionnaire prepared based on the five point likert scales. Such as strongly disagree-1/ disagree-2/Neutral-3/ Agree-4/ strongly agree-5

Table 2: Decision Rule Describe the Evaluation Part of the Data.

Range	Decisional rule
$1 < X < 2.5$	Low level impact of child labour
$2.5 \leq X < 3.5$	Moderate Level impact of child labour
$3.5 \leq X \leq 5.0$	High Level impact of child labour

Results and Discussion

Descriptive Analysis

Table 3: Summary of Research Variables

Variable	Mean	Standard Deviation
Attitude of Parents	3.00	0.35
Student Education	2.70	0.36
Influence of Credit Market	3.56	0.97

Source: Survey data

All the variables are moderately support the system. Attitudes of parents, parents educations were limited to primary education. Most of household's include income category Rs.10001-15000, as a percentage of 50% and 28% household's include income category Rs.15001-20000. That household's children also earn considerable amount of income from engaging economic activities while attending or not attending school and that cause to the increase in income of that households. Out of 155 children 132 children engage in some form of economic activities because of their household's financial difficulties. Apart from their estate work, their children have used to do some other labor jobs as well. Considering the student's education also moderate level, estimated child populations, 90% are in 6-18 age level. Out of total child population 132 children are not attending school based on the following reasons such as financial difficulties (70%), their unwillingness to study/ weakness in education (12%), and disability or illness (14%) as the main causes for not attending school. Influence of credit market variable moderately support to the system. People in this community have a tendency to obtain credit when their income is not enough for their expenditure. They access credit via both formal and informal financial market for their consumption purpose. Considering the usage of credit market, the less amount of household used formal credit market for their credit needs. They consider it as a costly and a troublesome process. Collateral requirements, certification of proper income source and payment installments on time highly affect when they obtaining credit from formal credit markets.

Conclusion and Recommendations

Children are the future of a nation. Skills and knowledge of them affect the economy of the country in long terms. Child labor deprives their childhood, their dignity, and that is harmful to physical and mental development. The lack of adequate education because of child labour for children is part of what allows for the vicious cycle of poverty to continue, since in the future those children become unskilled workers (Edmonds 2007).

Financial market can support by providing credit facility with considering minimum requirements and under less interest rates. Education is a crucial component of any effective effort to eliminate child labour. There are should be awareness programs for children on health, education, etc. through the schools and self-awareness programs for children on protection According to the law in Sri Lanka, providing education up to 14 years that is junior level of the secondary education is compulsory. There is a need for increasing the enrolment of estate children in Ordinary Level (O/L) classes and introducing Advance Level (A/L) teaching in schools and upgrading facilities to increase O/L and A/L pass rates.

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Modeling Gold Price in Sri Lanka: Box Jenkins Approach

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Introduction

In recent years, the global gold price trend has attracted a lot of attention and the price of gold has frightening spike compared to historical trend. In times of uncertainty investors consider gold as a hedge against unforeseen disasters so the forecasted price of gold has been a subject of highest amongst all. In this paper an attempt has been made to develop a forecasting model for gold price. The sample data of monthly gold price (in Rs. per ounce) were taken from January 2000 to Jan. 2016. Data up till January 2015 were used to build the model while remaining was used to forecast the gold price and to check the accuracy of the model. Box-Jenkins, Auto Regressive Integrated Moving Average (ARIMA) methodology was used for building forecasting model. Investing in gold have evolved over a period of time for traditional ways by buying jewelries or by modern way as purchasing gold coins and bars or by investing in Banks in Sri Lanka. Importance of the Gold in our country has changed over a period of time and is treated as common exchange commodity but the demand is seasonal and is high during wedding season, Post-harvest season, festival season and during monsoon season. As an objective of this paper, gives an insight of forecasting of Gold price through time-series model using Box Jenkins Approach.

Literature Review

Abdullah Lazim (2012) has addressed the forecasting of gold bullion coin prices through ARIMA model and had concluded by suggesting that the gold bullion coin selling prices are in upward trends and could be considered as a worthy investment. Wouter Theloosen (2010) has reviewed on the determinants of the price of gold and cited the different factors associated with the gold price fluctuation. Baber, Baber & Thomas (2013) found the factors affecting Gold prices in India and gives special emphasis on rise in gold price in the decade from 2002 to 2012. Deepika, Gautam Nambiar & Rajkumar (2012) has tried to study the forecasting of gold price through ARIMA model & Regression but their finding suggests that suitable model was not identified to forecast Gold price through ARIMA Model hence Regression analysis was carried out in the later part of their study.

Methodology

This study is based on secondary monthly data for Gold price which is collected by the Central Bank of Sri Lanka from January 2000 to January 2016. Data of total Quantity in terms of 1000 grams and Value in Rs. Lakhs was taken for a particular month from Central Bank of Sri Lanka website. The Statistical package SAS 9.2 version was used for computation and graphical plotting of data. After collecting data it was tested for its suitability for time series analysis. For this purpose Durbin-Watson Test was carried out to understand the nature of data. According to James Durbin and Geoffrey Watson test statistics was developed to detect the presence of autocorrelation for its suitability for regression analysis. Autocorrelation is interrelated between the values with suitable time lag.

The existing study applies Box-Jenkins (1970) forecasting model popularly known as ARIMA model. The ARIMA is an extrapolation method, which requires historical time series data of underlying variable. The ARIMA approach was first popularized by Box and Jenkins, and ARIMA models are often referred to as Box-Jenkins models. The general transfer function model employed by the ARIMA procedure was discussed by Box and Tiao (1975).

ARIMA has four major steps in model building- Identification, Estimation, Diagnostics & Forecast. With these four steps first tentative model parameters are identified through graphs ACF and PACF then coefficient are determined and find out the likely model, next steps involves is to validate the model and at the end use simple statistics and confidence intervals to determine the validity of the forecast and track model performance.

ARIMA model uses the historic data and decomposes it into Autoregressive (AR) Indicates weighted moving average over past observations, Integrated (I) Indicates linear trends or polynomial trend and Moving Average (MA) Indicates weighted moving average over past errors. Therefore, it has three model parameters AR(p), I(d) and MA(q) all combined to form ARIMA (p, d, q) model where p = order of autocorrelation, d = order of integration (differencing) and q = order of moving averages.

ARIMA models are sometimes expressed in a factored form. This means that the polynomials are expressed as products of simpler polynomials. For example, we could express the pure ARIMA model as

$W_t = \mu + \frac{\theta(B)}{\phi(B)} a_t$ where t indexes time w_t ; μ is the mean term; B is the backshift operator, $BX_t = X_{t-1}$. and $\phi(B) = 1 - \phi_1 B - \dots - \phi_p B^p$ is the autoregressive operator, represented as a polynomial in the back shift operator: $\theta(B) = 1 - \theta_1 B - \dots - \theta_q B^q$ is the moving-average operator represented as a polynomial in the back shift operator a_t is the independent disturbance, also called the random error.

The general notation for the order of a seasonal ARIMA model with both seasonal and non-seasonal factors is ARIMA(p,d,q). The term (p,d,q) gives the order of the non-seasonal part of the ARIMA model.

The Extended Sample Autocorrelation Function (ESACF) The Smallest CANonical (SCAN) methods can tentatively identify the orders of a *stationary or non-stationary* ARMA process based on iterated least squares estimates of the autoregressive parameters. Tsay and Tiao (1984) proposed the technique, and Choi (1990) provides useful descriptions of the algorithm.

Results and Discussion

In the usual Box and Jenkins approach to ARIMA modeling the first steps involved in finding out autocorrelation, the ACF and PACF plots are compared with the theoretical correlation functions expected from different kinds of ARIMA models. By examining the SAS output of Proc ARIMA for the Gold price data, the sample ACF and PACF plots decays very slowly and it clearly indicates that the data is non-Stationary data.

The Augmented Dickey-Fuller white noise test of the hypothesis that none of the autocorrelations of the series up to a given lag are significantly different from 0 is also rejected. The p value for the test of the first six autocorrelations is less than 0.001, we can decide the Price is non-stationary. The Augmented Dickey-Fuller and Phillips-Perron tests show the differencing is needed. The next step is to transform it to a stationary series by differencing of lag 1. The PACF plots in *Figure 1* are also useful aids in identifying appropriate ARIMA models is $p, d, q = 1$ for the Gold price in Sri Lanka. . By considering several type of models in *Table 1* and minimizing the criteria BIC, AIC and SBC using SCAN and EACF method and optimizing R-squared, RMSE, and MAPE to conform the order of the model (*Table 2*). The results of which are summarized in the following tables and Figures. All coefficients are significantly greater than zero and satisfy the stationary.

Table 1: ARMA (p+d, q) Tentative Order Selection Tests

Minimum Table Value: $BIC(1,0) = 16.83238$

ARMA(p+d,q) Tentative Order Selection Tests					
SCAN			ESACF		
p+d	q	BIC	p+d	q	BIC
2	1	16.85949	2	1	16.85949
0	6	16.93009	2	2	16.87116
6	0	16.91256	5	3	16.96985

(5% Significance Level)

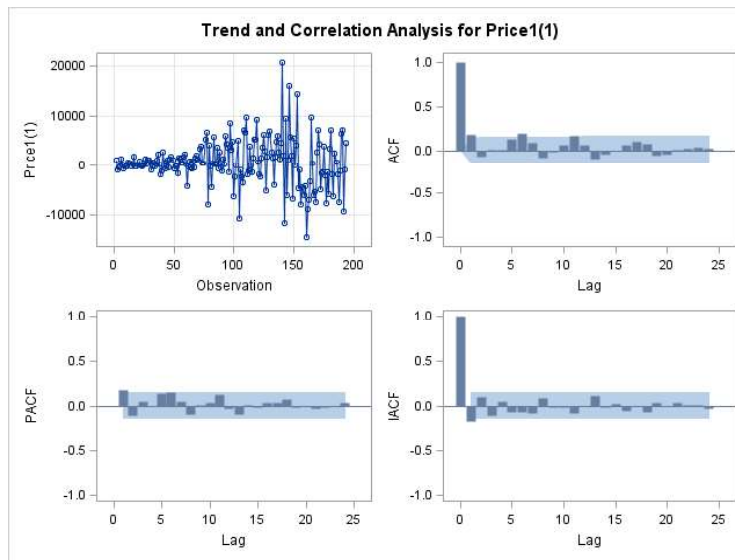


Figure1: Gold price data after differencing of lag 1 and ACF, PACF correlogram

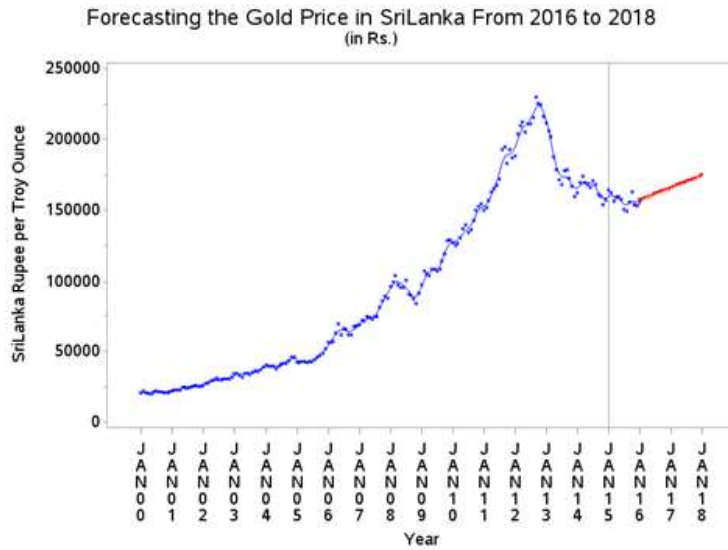


Figure2: Forecasting the Gold Price From 2016 to 2018

Table 2 : Model Validation

	R-squared	RMSE	MAPE	Normalized BIC
ARIMA(1,0,1)	0.878	1300.41	4.846	0.366
ARIMA(1,0,2)	0.878	1295.70	4.829	0.340
ARIMA(1,0,3)	0.879	1274.90	4.707	0.231
ARIMA(1,1,1)	0.893	719.18	3.245	0.008
ARIMA(1,1,2)	0.893	720.74	3.261	0.005
ARIMA(1,1,3)	0.823	726.35	3.135	0.019

Conclusion

Key findings indicate that the Gold price patterns in the study period are autoregressive, as such - they do depend on the past history of the data and combination of past random noises.

Analysis of performance of the gold price from preceding 15 years traded value gives us ARIMA (1, 1, 1) model which helps us in predicting the future values of Gold. ARIMA (1, 1, 1) was chosen from six different model parameters as it provides the best model which satisfies all the criteria of fit statistics while other five failed the fitted model is.

$$(1 - B)Price_t = 717.18 + \frac{1 + 0.62466 B^{**}(1)}{1 + 0.42386 B^{**}(1)} a_t$$

Limitations

There are certain limitations in forecasting a data with ARIMA modelling. This technique is used for short run only, to detect small variation in the data. In case of

sudden change, in the data set (when the variation is large) in case of change in government policies or economic instability (structural break) etc. it becomes difficult to capture the exact change, hence this model becomes ineffective to forecast in this scenario more over the forecasting with this method is based on assumption of linear historic data but there is no evidence that the gold price is linear in nature.

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**Challenges Confronted by Women Engaging in Agribusiness in
Marketing and Management Activities: A Study Focused on Manmunai
West DS Division**

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Introduction

Agriculture is the Backbone of many developing countries in the world. Women account for more than half of the work force by participating in various activities, either directly or indirectly (Doss 2013). Sri Lanka is historically well-known as an agricultural country. In the study area, comparatively, apart from paddy cultivation, animal husbandry, women's active participation is seen much in the agri-business sector. Home-garden cultivation, Fruit-crop growing, selling vegetables of various kinds, selling assorted grains , sub-food products based on grains , selling curd, thus find women engage in various and assorted agri-business activities in the study area.

Justification for the Research

In many parts of the world, indeed almost every corner of the world, women's participation and engagement is found to be considerable in the fields of agriculture and agri-business. Yet, these aspects of the women are not received adequate attention and assessment. Rural development cannot be imagined without the active and committed participation of the women. Additionally, the problems and challenges confronted by women engaging in agri-business in the study area is grossly over looked and ignored. Compounding the situation is powerless, and voice-less nature of women. In view of the above true nature of the women, this study seems timely and justified (FAO 2013).

Research Problem

These women are largely less formally educated, lack even the basic experience in administration, handling finance, management skills, lack of organizing skills. More they lack in adequate starting capital, resources, proper guidance, lack of knowledge and experience in organizing complete agri-business. Thus, it is very imperative to carry out a fact-finding and needs assessment survey to provide quality and quantity assistance.

Women, belonging to marginalized region, who faced such crises war, poverty, natural disaster now undeniably, face various problems relating to the agribusiness

activities. They lack necessary training, experience, knowledge, appropriate marketing opportunity, lack of social support. Briefly, identifying the dimension of the root causes, challenges and obstacles and finding the construction alternatives is the research problem (Doss 2011).

Objectives of the Study

General Objective

To identify the role and challenges experienced by women engaging agri-business activities.

Specific Objectives

To assess the level and extent of participation women in the agri- business sector

To identify the main challenges, obstacles confronted by the women

To find out the means and ways of promoting the agri-business activities in the future

Literature Review

Various Researchers have undertaken researches on the basis of different perspectives and levels combining Gender component in agri-business. Annable 1986; Ruth 1994; Beneria 1981; Doss 2002;Lugman &Ashraf 2004; Anriquez 2010 the studies of the above named are apt to be pointed out.

In the case of Sri Lanka, both Kalansooriya & Chandrakumara (2009) have studied women's role in house hold in rural Sri Lanka. Further, Seelanthan (2013) has extensively studied participation of family women in Agricultural production based on Jaffna region. At the same time both Rajamanthre & Pinnawala (2012) have also studied in this connection. They focused on rural women's involvement in purchase decision making with regard to and usage of house hold and technology by rural women in Agriculture. However, this study is focused on nature of challenges of women who engage in agri-business in their occupational activities.

Methodology

The required basic data were collected directly at the community level. About 70 women were included in the research process. Purposive sample system was employed. Interview methods, Key Informant Interview, Focused Group Discussions, Case studies etc were the main data collection methods used. Primary data thus collected were analysed in a matrix analysis system and analytical strategy, by using NVIVO-10 qualitative data analysis software.

Results and Discussion

On the basis of collected and analyzed data, the following findings were reached.

The particular women remain lacking basic training, skills to develop and promote their occupational activities

They do not have adequate and appropriate marketing opportunities and organizational support

They encounter various setbacks and problems due, climate change, insects, natural impacts

There is less encouragement and inducement at family and community levels
Because of the lack of facility, they waste much energy and time.

Conclusion and Recommendations

Though women engage in agri-business equal to men, assessment and inducement for the women found meager. It is very essential and necessary that in the future, State, Agriculture sector Organizations, and the society show and provide potential help and moral support for the women. In order to solve this problem, following Recommendations are presented.

There women should be provided with regular and continual proper trainings

Adequate and constructive marketing facilities should be provided to these women to develop their agri-business

Constructive measures should be taken to enable these women to become well organized and well- performing group

Further new knowledge and technical training should be made available

Create facilities and make less –cumber some the loan schemes

Provided extensity agricultural suggestions.

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Developing the Habit of Reading English Newspapers in ESL Classroom to Overcome the Speaking Challenges in Business Communication

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Introduction

The universal truth is, the sound knowledge of English language opens the doors of opportunities. In the past few decades, English has become as the global language especially in trade and business. It performs as an official standard language in all business sectors such as: marketing, finance, accounting, shipping, banking and negotiation. Obviously, English proficiency is an important skill in the modern business world. Writing, interpretation and speaking are just some of the skills used in business English. Therefore, an excellent command of English is required for all job appointments. The ability of speaking is highly expected rather than reading and writing.

In the internet era, English language teaching has been spread out through the internet. There are various learning processes available in online learning. Even though various changes have been in business English teaching, students face challenges when they speak or when they use it practically, because of the influence of technology in education the reading habits of younger generation become poor.

The styles of English language have been changed day by day which are not found in text books or other syllabus materials. This research looks for a solution for the speaking challenges in business communication of the business studies students of the Vavuniya Campus as well as finding the ways on how to use the newspapers in English as a sSecond Language (ESL) classroom.

Literature Review

Many researchers investigated to include newspapers as teaching material in ESL classroom to develop the language skill of students. Hakeem M.Elmandwi (2014) examined that the newspaper articles are highly motivational for students of all ages and students enjoy the variety of reading and visual material included in the newspaper. Naveen Mehta explained that, even after the advent of electronic media the importance and readership of newspapers are stable and it is quite striking to

mention here that there is great increase in the readership of all the leading newspapers. Reading newspapers on regular basis is considered a good habit. It is observed that the students who read newspapers regularly are more proficient and aware about the happenings that occur near or far away world. According to the researchers, newspapers are regarded as one of the major teaching materials in the ESL Classrooms.

Methodology

This research is based on experimental method. It consists both qualitative and quantitative approaches. The random sampling method also was adapted in this study. Forty students from first year Business Studies were selected and divided into two groups such as: control and experimental group and each group consist of 20 students. At the beginning of the intervention, a pre-test was conducted to both groups to evaluate their speaking ability. During the intervention, some selected series of news items from “Mirror Business” and “Daily News Business” were given to the experimental group to skim and scan as well as to discuss some particular news items. At the same time, the control group was dealt with routine teaching materials. At the end of the experiment, each group of students was given a speaking test relevant to business communication in order to collect quantitative data. Questionnaire was given to collect qualitative data to assess the students’ involvement in book, routine teaching, and reading newspapers.

Results and Discussions

After the intervention, the results of the pre- test and post –test of the experimental group and controlled group were compared. Comparatively the results of the experimental group which was dealt with newspapers were higher than that of the control group. The effective and efficient participation and performance could be seen in the experimental group. While the speaking test wide range of business terminologies, current examples, latest data and information were covered by the students. On the other hand, the performance and productivity of the control group is very poor. The students who were in the control group repeated the same examples and vocabularies which were given in the classroom. Even though they were interested in Learning English language, they did not have chances to develop the ability of speaking as creative and spontaneous in routine teaching. According to the questionnaire the pleasant participation of the experimental group was also commendable. The students expressed their interest in this type of teaching activity.

Conclusion and Recommendations

This study supports to find a way on how to break the language challenges in communication especially in business communication with the help of reading habit of newspapers. It supports to motivate the students in reading habit. Students will be able to face the challenges in business communication in future when they conduct presentations, meetings and sessions or when they face interviews in a company. According to the above, this study provides benefits to the students in a long term. Newspapers are considered as a learning resource for all groups of students especially in business studies. It develops the reading skill, conversational skill, vocabulary, writing skill, and analytical skill. Students can easily and quickly assess the latest global trend of business.

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A Conceptual Framework for Real-Time Public Health Dengue Surveillance in Sri Lanka

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Introduction

Dengue pose an outbreak threat in Sri Lanka (Epidemiology-Unit 2015). Due to slow, inefficient, and repetitive collection of data, in present paper based communicable disease notification system, and unorganized resources (Wickramasinghe et al. 2009), public health care professionals face difficulties to manage day-to-day public health responsibilities to effectively detect and manage dengue outbreak cases (Rukshan & Miroshan 2014). Inspired by timely data, knowledge, and organized human resources, the main objective of this research is to outline a conceptual framework for real-time public health dengue surveillance in Sri Lanka. To provide timely data for public health care professionals and others, web-based dengue surveillance system, eDCS: eDengue Control System that was developed by Rukshan and Miroshan (2014), has been suggested. To optimally balance human and automated inputs into ongoing, systematic public health dengue surveillance activities, the existing human resources and man power structure, in local, regional, and national level, has been studied and organized. This work may help to minimize dengue outbreak cases in Sri Lanka. The conceptual framework validation will be made for future work.

Literature Review

The communicable disease notification system is one of the most significant pillars for the early detection of the dengue outbreak cases (Weerasinghe et al. 2011, Rukshan & Miroshan 2014). However, in Sri Lanka, the current notification system is a passive surveillance system, in which it takes approximately 12 days to complete the whole cycle to process a dengue outbreak case: this slow in time is outlined in Figure 1, as annex.

Timely data, knowledge, and organized resources are important to monitor trends and patterns for identifying outbreaks, developing and evaluating interventions, setting research priorities, and planning health services (Hall et al. 2012). In some instances, data to address health concerns can be collected in a single system, particularly if a mandate for reporting is included (Hall et al. 2012). The Centers for Disease Control and Prevention's (CDC) National Electronic Disease Surveillance System (CDC 2015) is an example. However this is expensive, in which the implementation and recurrent costs are high. For developing

countries, like Sri Lanka, requires a cost effective solution that should facilitate a timely reporting system to report dengue cases. To meaningfully use the electronic health records for identify disease outbreaks rapidly, and increase the ability to control such outbreaks, the existing human resources and man power structure should be organized.

Methodology

A conceptual framework is proposed. That suggests a web-based system as a mandate reporting system. To use the web-based system effectively, with optimally balance of human and automated inputs, the existing human resources and man power structure is organized.

Web-based system

eDCS: eDengue Control System is a web-based real-time surveillance system for controlling dengue in Sri Lanka. This system's architecture together with its implementation environment was presented by Rukshan and Miroshan (2014). Through a centralized database this system provides a timely data.

Organising Health Human Resources and Manpower Structure to Use the System Effectively

To give optimal balance of human and automated inputs into ongoing, systematic public health dengue surveillance activities, this section organises the existing human resources and manpower structure to use the eDCS effectively.

Secondary data available in Epidemiology Unit (2015) were carefully studied to conduct a purposeful sampling technique for interviewing health care professionals (human resources) from the public health grid. Since Medical Health Officer and Area Public Health Inspector, attached to MOH, are playing a major role to prevent and control dengue, they were selected to interview. Eighteen health care professionals were interviewed, who were selected from nine MOH offices - one from a province. Interview was conducted from November, 2012 to November, 2013. Thus, to use the proposed system, the existing human resources and manpower structure from local to regional and national level have been carefully aligned, which is in Figure 2, as annex.

To conduct effective public health dengue surveillance activities, between eDCS and human resources and manpower structure, sequential activities are allocated, as sequential diagram, in Figure 3, as annex. To prevent and control dengue, using the eDCS, with timely fashion, the following activities should be carried out by respected health care professionals in local, regional and national level.

A dengue suspect patient may go to public or private health hospital for a laboratory test. Since surveillance for dengue in humans is primarily by notification of infections by medical practitioners and laboratories (NAMAC 2015), the laboratory test result of the patient is entered into the proposed system by the Laboratory Test Data Operator (LTDO). By recognizing dengue symptoms, from the laboratory test results, the Medical Consultant (MC) confirm dengue cases. Then the Infection Control Nurse (ICN) enters patient's current residential address into the system. Then the system will compute patient information and create a work order which is to be attended by MOH officers, in the respective MOH office, where the patient is currently residing. At the same time the system will update 'Live Dengue Map' and alert registered Sri Lankan citizens via SMS and email, regarding the identified local dengue outbreak.

At the meantime, the system automatically creates a work order and sends it via SMS to the respective PHI where the patient resides. After viewing the work order, the PHI should reach the patient current resident, then track and store dengue affected patient last 10 days or possibly last 14 days travel history. Then the system automatically computes the local outbreaks and risk places, and sends it to relevant PHIs, who are responsible for identified risk places. Thus the system notifies to vector control staff (typically PHI) for timely deployment of vector control from the local level. All executed vector control actions performed by PHI should be entered into the system. The Medical Health Officer (MHO) will monitor activities of PHI, and send reports to respected officers.

Since the system generates SMS and emails to send it to the registered citizens, via the citizen alert system, the citizens may act as responsible citizens. They may also actively take part of dengue prevention and control activities.

By observing and analyzing the available data and information about the current status of the dengue, the Regional Epidemiologist, from the regional level, and the Epidemiologist, from the national level, may provide early decisions, from their knowledge and experience. Researchers may also use data and information to innovate and suggest ideas through new research for eliminating the dengue from the country.

Results and Discussions

The early paper based 'notification forms' and/or phone calls are suggested to replace with a web-based dengue surveillance system such as eDCS. In addition, the organized human resources and man power structure provides the focal point to address shared concerns in informatics for the meaningful use of electronic health records that can be used to help dengue surveillance practice. For example, the web-based system, eDCS, is used to report

early cases from local level. As soon as the data is entered into the system, it is accessible at the local, regional and national level. Such timely data is the basis for early 'Public Health Care' action and 'Early Warning' applications (Reintjes et al. 2006). Therefore, with the optimal balance of human and automated inputs, the early response data can be used to convert information for early action in dengue surveillance. This practice facilitates both the eDCS and health care professionals to regular monitoring of actions to prevent and control dengue in Sri Lanka. Thus this study outlines a well-functioning conceptual framework for real-time public health dengue surveillance in Sri Lanka.

Conclusion and Recommendations

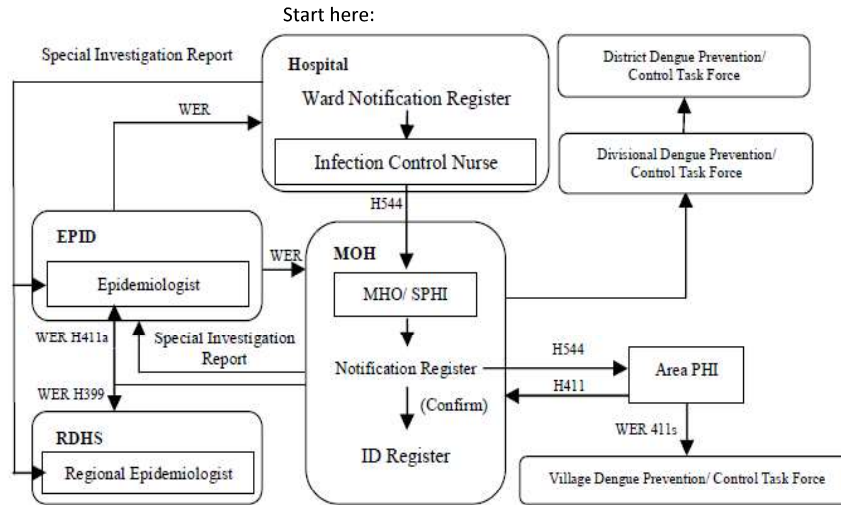
Early outbreak detection and intervention are important to prevent and control Dengue as well as Chikungunya in regional and national level (Weerasinghe et al. 2011). Therefore, to advance public health dengue surveillance in the 21st century, with the advances in Information Communication Technology, changes in data collection mechanism, data availability and data synthesis, and expanded health information needs, a conceptual framework was outlined for real-time public health dengue surveillance. This may timely and useful evidence to minimize dengue outbreaks, and suitable for low-income countries like Sri Lanka. This conceptual framework validation will be made for future work in fortifying the needs for dengue surveillance to prevent and control dengue in Sri Lanka.

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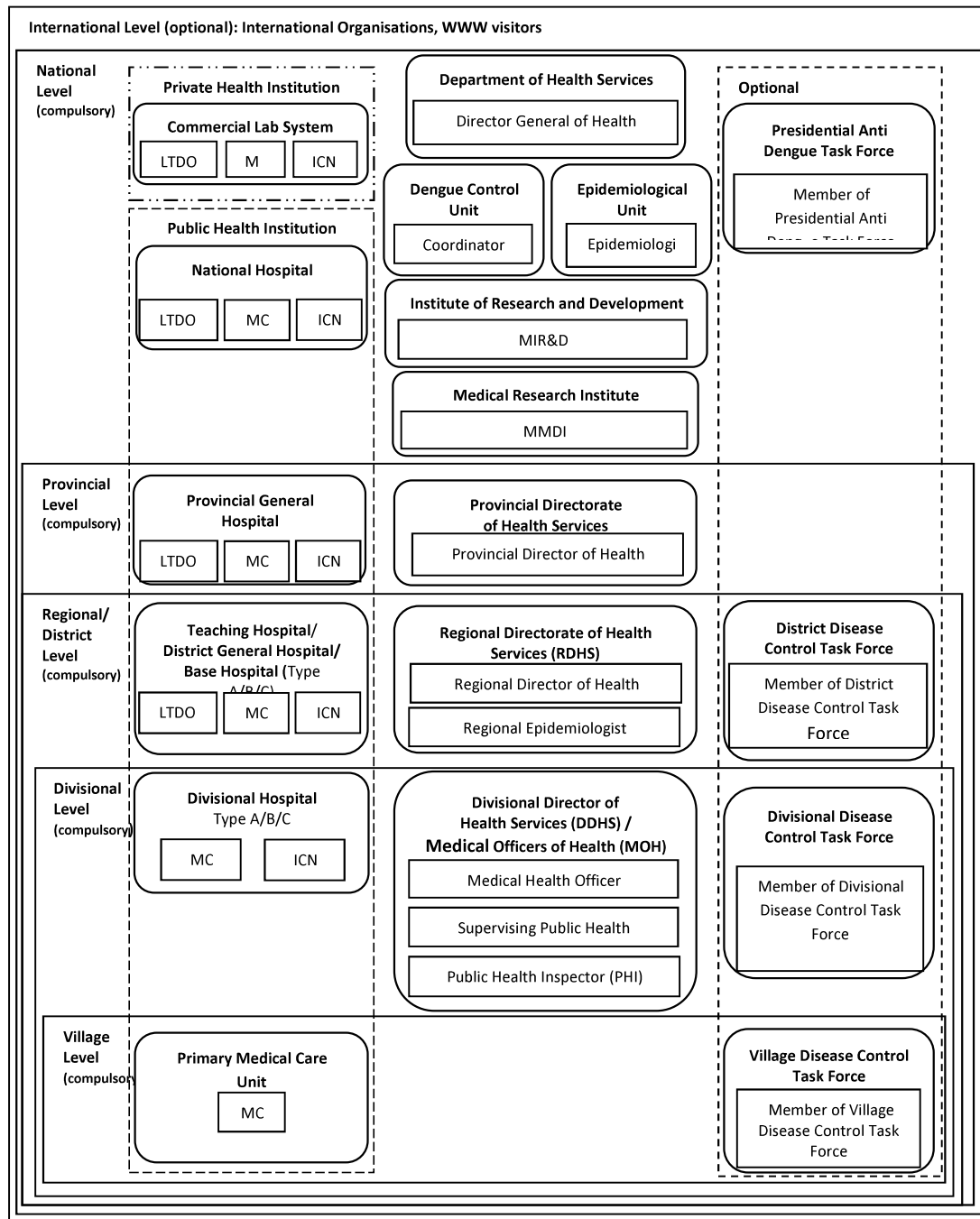
Annex:



where:

MHO: Medical Health Officer; SPHI: Supervising Public Health Inspector; PHI: Public Health Inspector;
 MOH: Medical Officers of Health; RDHS: Regional Directorate of Health Services; EPID: Epidemiology Unit of Sri Lanka;
 ID: Infection Disease; WER: Weekly Reporting
 H399: Weekly Return of Communicable Diseases, Form designed by Ministry of Health, Sri Lanka
 H411: Communicable Disease Report - Part I, Forms designed by Ministry of Health, Sri Lanka
 H411a: Communicable Disease Report - Part II, Forms designed by Ministry of Health, Sri Lanka
 H411s: Weekly Reporting Forms designed by Ministry of Health, Sri Lanka
 H544: Notification of Communicable Disease, Forms designed by Ministry of Health, Sri Lanka

Figure 1: The present dengue notification system (Rukshan and Miroshan, 2014)



Where: : Entities : Manpower; MC: Medical Consultant; ICN: Infection Control Nurse; LTDO: Laboratory Test Data Operator

Figure 2: Organising human resources and man power structure to use the eDCS

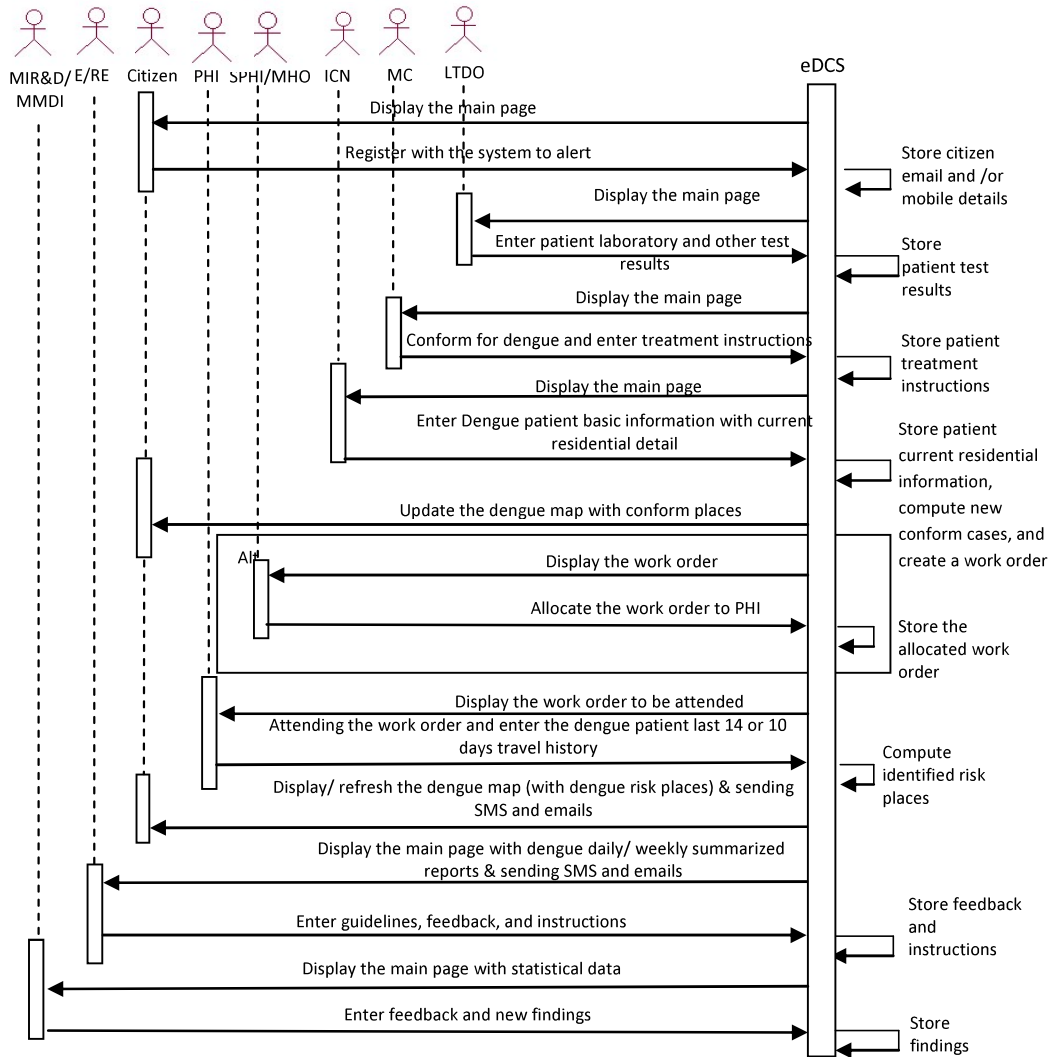


Figure 3: Sequential diagram for the eDCS

Risk Sensitive Development towards Building Resilient Communities: A Review of Community Based Disaster Risk Management in Sri Lanka

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Introduction

While Sri Lanka has historically experienced the impacts of multiple hydro-meteorological disasters such as flood, drought, landslides as well as geological disasters such as tsunamis and earth tremors, more than 90% of the disaster victims in Sri Lanka result from hydro-meteorological disasters (SLCDMP 2014). Concurrently, the frequency and severity of natural disasters attributed to rapid urbanisation, industrialisation and unplanned development has escalated, causing serious loss and increased vulnerability in terms of human and property, socio-economic and cultural infrastructure and environment.

Sri Lanka historically embraced an ecosystem based approach to Disaster Risk Reduction (DRR) within a tank and village culture. This system was disturbed by colonists and the resilient capacity of communities gradually eroded. Since independence the government has established systems to provide welfare assistance and from the 1990s formalised provision of relief and shelter assistance through the Ministry of Social Services, and community based disaster management programs (CBDRM) were also launched.

The 2004 Tsunami and the subsequent Disaster Management Act significantly altered the existing DM system, establishing necessary institutional and administrative foundations for disaster management, developing disaster management plans from national to local level, and establishing coordination for risk reduction, initiating mainstreaming Disaster Risk Reduction (DRR) into other development sectors, as well as knowledge building programmes at various levels towards creating a culture of safety. New Disaster Management Policy assigned collective responsibility, equality, diversity and inclusion towards building a safer nation for all with increased resilience to disasters and identified Community Based Disaster Risk Management (CBDRM) as the tool for risk reduction at the local level (“Section 5.1.9 the CBDRM to be accepted as a tool for disaster risk reduction at local level”).

Context

CBDRM implies the participation of communities including most vulnerable groups in the identification of risk and risk management proposals including mitigation of potential hazards, enhancing coping capacity, preparedness planning and response. While the emphasis by the Disaster Management Centre has been on development of preparedness and

response plans at all levels, some NGOs have been engaged in piloting and implementing preparedness, response, and risk reduction and development activities at community level within the past 20 years. While some organisations have included DRR into development planning at the GN level through inclusive approaches, others have confined their activities only to developing GN/Village level development plans without due consideration of risk reduction aspects.

While the current practice of CBDRM is well accepted as a tool and the process for building safer communities, challenges arose in (1) practical implementation of CBDRM and (2.) affordability of mainstreaming into government community development programs. Therefore, current practices of CBDRM need re-examination and a common CBDRM and contextualising approach has to be considered which also mainstreams the risk into the government's programs.

The National Disaster Management Plan 2013-2017 and the Sri Lanka National Disaster Management Policy emphasise the importance of community engagement in disaster management. Further, CBDRR is prioritised in the National Policy and Plan on Disaster Risk Reduction. However, CBDRR was identified as a standalone intervention where clarity on its connectivity in influencing scaling up development planning is not adequately addressed. Hence, it becomes of paramount importance to look for opportunities on how development planning can be influenced through the CBDRM approach.

Objective of the Study

To examine current practices of Community Based Disaster Risk Management and critically review the effectiveness of its implementation on Divisional/ District development decisions.

Methodology

Methods included review, discussions and wide stakeholder consultation. More specifically, Review of existing studies on the learning from Community Based Disaster Risk Management (CBDRM) Programmes which have been implemented for the last two decades on various scales and also best practices in the region.

Review of existing CBDRM training materials, guidelines, and manuals in Sri Lanka and other countries in the Asia Pacific Region.

Discussions with CBDRM practitioners such as District Secretaries, planning directors at District Secretariats, officials of the District Disaster Management Coordination Unit (DDMCU), and NGOs, to identify the strengths and gaps of the present CBDRM systems and to ascertain the level of information required for the proposed model

Discussion

Historically, Sri Lankan communities have had their own systems and strategies of managing disaster risk dating back many centuries. This history of Disaster Risk Reduction (DRR) goes back to the village tank (reservoir) system which was based on an ecosystem management approach and supported the country's agrarian civilisation.

Ancient community governance systems covering agriculture, irrigation and social institutions were abandoned by the colonials but some of these reappeared following their recognition as valuable tools for social governance. Although the term was not formally used, community participation was practiced at various levels in post-colonial times. During the last two decades various agencies including the Disaster Management Centre (DMC) piloted programmes towards community participation in risk reduction.

Community Based Disaster Risk Management Approaches in Risk Reduction

Community involvement is essential in order to identify needs and patterns of vulnerability and to improve their resilience. Here, at-risk communities are actively engaged in the identification, analysis, treatment, monitoring and evaluation of disaster risks in order to reduce their vulnerabilities and enhance their coping capacities. The involvement of highly vulnerable social groups such as women, children, the elderly and the disabled is considered as paramount.

CBDRM implementation in Sri Lanka- Limitations and Challenges

1. Whilst the number of casualties is decreasing, the impact on the economy and livelihoods of the communities affected by disasters is escalating. The CBDRM, whilst it functions as a tool to develop community preparedness capacities, has so far failed to look into development needs in general.
2. Community participation and local leadership in making decisions and sharing outcomes jointly has to arise through an organically grown system. The project-oriented CBDRM approach actually consists of preconceived activities without adequate room for changes or adaptation based on local risk perspectives
3. Lack of or limited government, multi stakeholder participation. The DM activity/process is seen as limited to the DMC and not other departments.
4. Since DM is not a subject devolved to the local governance system, local authorities (LAs) cannot allocate the considerable resources required for the implementation of DRR activities. Further, most LAs do not consider DRR activities and programmes as their own often expecting external support through international agencies.

Concept of Community Resilience and Risk Sensitive Development

The community or village level is the first affected in a disaster and must use coping and survival strategies to face the situation before outside help arrives. Communities facing simultaneous or repeated shocks are better supported when humanitarian action also addresses the underlying vulnerabilities and builds capacities to better cope. The Community based approach corrects the defects of the top-down approach in development planning and disaster management which fails to address local needs, ignores the potential of indigenous resources and capacities, and may even increase people's vulnerabilities. CBDRM covers a broad range of interventions to reduce disaster risks designed by people in at-risk localities and are based on their urgent needs and capacities. However, with the paradigm shift from reactive emergency management to disaster risk reduction, there is more stress on proactive pre-disaster interventions, which are usually categorised as prevention, mitigation, and preparedness. These sectors are not in the control of the community themselves and beyond their scope. Similarly, most disasters by nature are trans-boundary and need higher level interventions in addressing risk factors. Thus, a more comprehensive community centred approach is required to address limitations of the CBDRM framework, which enables risk sensitive development while adopting the principles of CBDRM. Risk assessments and reduction strategy must be integrated into public investment policies and planning including community based interventions. Policy makers and other relevant key stakeholders should encourage the development and financing of plans in a coordinated and coherent manner across sectors recognising community voices.

Conclusion

Increasing incidents of disaster in Sri Lanka's set back the economy and development and require many years to recover from. Communities must participate actively, lead and share the decisions which impact in their lives, strengthening the village development planning to be more risk sensitive, smart and sustainable. The study recommends a shift in community based planning for development and investment, from disaster management towards better resilience of the communities.

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Relationship between Job Satisfaction and Intent to Leave: A Case Study of ABC International (Pvt) Ltd

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Introduction

Job satisfaction is one of the most important and significant variables in working organizations. As per the statistical data, indicates that the Managed Service Division has encountered with the problem of job satisfaction of employees and influencing factors to leave the organization. The purpose of the study is to examine and explore the relationship between job satisfaction and intent to leave of employees, investigate the factors affecting the satisfaction of employees within Managed Services Division.

Literature Review

The term job satisfaction refers to the attitude and feelings people have about the work. Job indicates that job satisfaction associates with positive and favorable attitudes towards the job (Armstrong 2006). (Kondalkar 2007) defines some important factors that determine job satisfaction of the employees in the organizations, such as work condition, pay and promotion policy, supportive working condition, work group, supervision and personality job fit Luthans (2011) define the work itself as “the extent to which the job provide the individual with interesting tasks, opportunity for learning and the chance to accept responsibility”.

According to many researchers, a constructive relationship exists between salary and satisfaction of job. Increase in one thing must enhance the other. Workers showed a better job satisfaction who were rewarded vastly (Miller, cited in Saba 2011). Pergamit and Veum (1999) established that greater the chances of promotion higher will be the job satisfaction of employees. Employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees’ opinions and shows personal interest in them (Robbins 2003). Work fulfills an individual’s social factor need. Therefore, having friendly and supportive co-workers may lead to increased job satisfaction (Robbins 1993). Similarly, (Santhepparaj & Alam 2005) indicated a significant and positive connection in the job satisfaction and working condition. Intention to leave has been described as behavioral intention of a worker to voluntarily leave his job, profession or organization (Coomber & Barriball 2006). Job satisfaction is either directly (Netemeyer et

al. 1990) or indirectly (Brown & Peterson 1994) related to an employee's turnover intentions. Turnover intentions are perhaps the best indicator of future turnover (Futrell & Parasuraman 1984).

Conceptual Model

Based on the literature reviewed, the pattern of relationship between the key aspects and variables are shown in the following conceptual model.

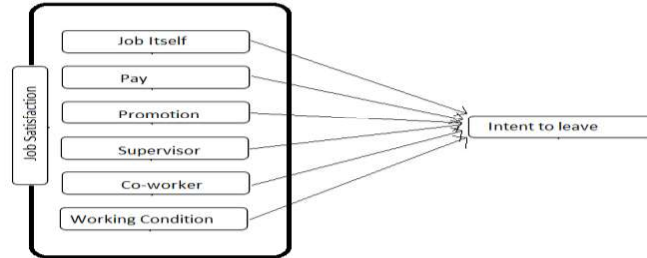


Figure 1: Conceptual model

Methodology

This study is mainly quantitative in nature; a structured questionnaire was used in this survey with a modified version of Job Descriptive Index in a 5-point Likert-type scale done by the researcher. The sample size consisted of all 105 operational level employees whereas only 92 were selected and proceed to the Statistical analysis (SPSS).

Overall job related factors have been analyzed by use of mean values. Correlation analysis is used to find out the relationship between the variables and their relative strength.

Results and Discussion

Based on descriptive analysis, mean value of overall job satisfaction is 2.71(less than 3). It indicates the current operational level employees are less satisfied.

Table 1: Correlations between Independent Variables and Dependent Variable

		Job itself	Pay	Promotion	Supervisor	Coworker	Working Condition
Intent to leave	Pearson Correlation	-.232*	-.322**	-.209*	-.397**	-.287**	-.438**
	Sig. (2-tailed)	.026	.002	.046	.000	.006	.000
	N	92	92	92	92	92	92

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

According to the output displayed, there is a negative relationship between job satisfaction variables and intent to leave with all other variable vary from -0.209 to -0.438 through the correlations. The Correlation was displayed a strong negative relationship ($r = -0.438$)

between working condition and intent to leave. Meanwhile, promotion showed a weak negative relationship ($r = -0.209$) towards intent to leave. Therefore, overall finding showed that there is a negative relationship between job satisfaction factors and intent to leave.

Conclusion and Recommendations

The researcher made an attempt to evaluate what factors impact on intent to leave and their relationship between them. It indicates that operational level employees are less satisfied with their present job and intent to leave high. It concludes that overall six factors of job satisfaction have significant inverse relationship with intent to leave in Managed Services Division. Although, there are substantial factors cause for intent to leave in which working condition has a strong negative association related to intent to leave of operational employees. Job satisfaction is an essential each and every organization to be efficient and kept competitive position in the field. It is very crucial to service sector due to the retention of employees. The dissatisfied employees become major issue in organization. Therefore, making satisfied employees towards their job could be remedy to solve the high turnover exist. The findings have implications for management and administration of the organization. It is certain that proves consequences of less satisfied employees are tend to leave more from organization and retention is a dominated with effectiveness.

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We are Breadwinners and we are Homemakers: Do Dual-Career Couples Share Work and Family Roles?

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Introduction

The core conception of work family interference emanated from role theory developed five decades ago (Kahn et al. 1964). The way work family interference has been studied has changed over the years. Families are increasingly diverging from with the traditional male-breadwinner and female- homemaker model as women are increasingly drawn into the labour market, and raise their aspirations for educational attainment, careers and financial independence (e.g., Kulik 2004; Lafreniere & Longman 2008). Nonetheless, the role of men and women in balancing work and family in less developed economies has not been explored. Therefore, this study was designed to explore prevailing nature of men and women's roles in a collectivist cultural milieu.

Literature Review

Many developed countries with individualist cultural traditions both men and women apparently engage in fulfilling not only work but also home related activities (Hofstede, Hofstede & Minkov 2010). Nonetheless, this scenario is completely different in the case of many Asian countries with collectivist cultural traditions evidencing existence of traditional gender role ideology (e.g., Dasgupta 1998; Kulik 2004; Nameda 2013). The concept of traditional gender role ideology specifies separate roles for men and women where men are the breadwinners and women are the homemakers (Gutek, Searle & Klepa 1991; Kite 1996). In Sri Lanka, over the course of last few decades, the labour force participation rate of women has been rising owing to increased attainment of educational qualifications and living costs. For instance, the percentage of women entering universities increased from 42% in 1989 to over 55% in 2012 (De Soysa 2000; Haraldstad 2012). According to the 2013 labour force survey in Sri Lanka, the participation rate of men and women was 74.4% and 34.7% respectively, and the majority of labour force was between ages of 35 to 44 years (Department of Census and Statistics 2013). Thus, there are increasing numbers of dual earner families portending change in the traditional division of labour (men breadwinners and women homemakers) in Sri Lanka. Thus, studying the pervading nature of gender role ideology is imperative leading to pose a question: "does the traditional gender role ideology (role of men and women) prevail in Sri Lanka?"

Methodology

Since this study is designed to explore the extant nature of gender role ideology belief among dual-career couples, a qualitative approach in form of in-depth interviews was adopted. Twenty employees composed of the ten working families were purposively selected. The onerous duty of the researcher was to control and guide the interview rather deviating from the phenomenon being studied. Since Interviewees share their thoughts and feeling about the subject being inquired, which are private and personal matters to them, anonymity and confidentiality were assured and avoided to asking personal details that supposed to be exposed person's identity. Deductive coding on manifest and latent nature of the data was employed with the aid of Nvivo 10. Of the topic materials have been coded and off the topic materials (called dross) have not been coded. Dependability and validity were also confirmed.

Results and Discussions

This study confirmed the prevalence of a traditional gender role ideology that assumes "men are mainly breadwinners and women are mainly homemakers" and the existence of patriarchy. Although high proportion of women said they were mainly homemakers, they are very well educated and qualified, and earning well above average salaries. They see their work contributing to the family income: the extracted verbatim quote is:

"I reckon my work is necessary to make reasonable earnings for running our family... But if we can manage without my contribution, I will stop working....." (interviewee 6).

The majority of participants interviewed agreed that the wife was the prime carer for their children and household chores. Nonetheless, extended family members' support for looking after children and household chores was also found. Paid carer was seldom available. The majority of participants articulated that they were struggling in managing childcare and they wish they had more time to spend with children; the extracted verbatim quote is:

"...We do work for earning money needs for running our family. Children are ours riches. Family is most important. I wish I had more time to spend with them...." (Interviewee 9)

Male informants expressed that they are primarily responsible for earning money: they do overtime but not support in doing household chores:

“.....I have got too much responsibility at work. I work roughly 49 hours per week.....I ain't really supporting in doing household chores.....” (Interviewee 12).

In overall, results revealed that the majority of the respondents interviewed agreed the existence of traditional gender role ideology suggesting men are mainly breadwinners whilst women are mainly homemakers delivering the majority of household chores, childcare and dependent care.

Conclusion and Recommendations

Although there is a massive influx of women into labour market nowadays, the majority of women perceive family role as their prime role; meanwhile, they perceive work as essential for economic benefits (family functioning). The findings are strongly aligned with the theories of status characteristics (social identity of men and women) and cognitive theories of gender development. Moreover, working women experience a greater amount of nuisance between work and family in absence of reduced family role. It was also observed that the family culture is “patriarchal” explaining men’s “headship” and women’s “submission”. It is recommended that organisations should design best work family policies to promote and sustain women workforce in Sri Lanka.

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Cracking the Glass Ceiling: Great Strides in Climbing the Organisational Hierarchy

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Introduction

The metaphor of the glass ceiling describes barriers that women face in climbing the top of the career ladder (Bruckmüller, Ryan, Rink & Haslam 2014). Albeit the term was emerged three decades ago, the prevailing nature of the glass ceiling is the big conundrum owing to the advanced legislation on gender egalitarian and the highest educational qualification of the women and the minorities. Notwithstanding, such prevalent nature of the advanced legislation on gender egalitarian is not mostly common across many developing countries and countries with collectivist cultural traditions. Recent research studies lent credence to surviving the traditional gender role ideology in nations with collectivist cultures (Hofstede, Hofstede & Minkov 2010). Consequently, this study was designed to focus on whether the metaphor of the glass ceiling is a matter that preventing women in advancing into the higher level position of organisations particularly in a collectivist cultural nation, Sri Lanka.

Literature Review

The metaphor 'glass ceiling' was widely used in academic publication and media (Baxter & Wright 2000). Initially, the glass ceiling was used to delineate gender inequality in upper management (Barreto, Ryan & Schmitt 2009). It is "a transparent barrier that kept women from rising above a certain level in corporationsapplies to women as a group who are kept from advancing higher because they are women" (Morrison et al. 1987, p.13). Nowadays, equality is more prevalent across many developed worlds: for instance, it is clearly articulated in the European Union Commission Report (2010) as "Equality is one of five values on which the Union is founded..... The Union is bound to strive for equality between women and men in all its activities" (p.10). Nonetheless, nations with collectivist cultural traditions extol the engendered of traditional gender role ideology belief where men are the breadwinners and women are the homemakers (Hofstede, Hofstede & Minkov 2010). In the contemporary globalised world, women seem to be cracking the glass ceiling: they are well educated, they go to work, look after their children and they can operate independently. Consequently, the role of the women deems to changing from the past decades, resulting in a more egalitarian gender ideology implying that men and women are actively participating in both work and family roles (Minnotte, Minnotte & Pedersen 2013). These contradicting

inconsistent research findings raised a research question “do women experience effect of the glass ceiling?”

Methodology

As this research is aimed at seeking new insights into a particular phenomenon, qualitative-value laden interpretivist approach was adopted. Informants were female teachers working in Jaffna district. Altogether twenty (20) informants were selected using a convenient sampling technique. Although data in qualitative nature can be garnered through focus group interviews, in depth interview and semi structured interviews, this research used semi – structured interviews owing to the nature of inquiry. The semi-structured questions melded with open ended and closed ended questions. The onerous duty of the researcher was to control and guide the interview rather deviating it from the phenomenon being studied. Since Interviewees share their thoughts and feelings about the subject being inquired, which are private and personal matters to them, anonymity and confidentiality were assured and avoided to asking personal details that supposed to expose person’s identity. Interviews were held between November 2015 to December 2015 and each interview lasted about 30 to 60 minutes. In analysing data, deductive coding with both manifest and latent nature was employed with the aid of Nvivo 10. Of the topic materials have been coded and off the topic materials (called dross) have not been coded. Dependability and validity were also confirmed.

Results and Discussions

Informants consisted of the variegated nature in terms of their age, educational qualification and experience. The majority of the teachers interviewed did not agree to the existence of the glass ceiling effect in advancing their career. They expressed their opinion that if they passed the exam, they would have been promoted to the top level. In support, one of the informants articulated “*I failed SLES exam twice so I can’t blame anyone stopping my advancement*”. Notwithstanding around 36% of informants informed that they have not been promoted owing to being as women. One of the key informants elucidated her experience about glass ceiling effect; the extracted verbatim quote is as: “*...I’ve got through the written exam, but I reckon I’ve been ruled out cos I am a woman*”. The overriding important aspect is that the informants do not realise the artificial barrier in advancing their careers as they have not moved up the next level. Moreover, the informants expressed their opinion that the majority of the higher level positions in education was held by men than that of female counterparts. Elaborately, what was the sheer fact is that there is a limiting case that even

women are able to get promoted to middle level positions; beyond this level, they are stopped.

Conclusion and Recommendations

With higher educational attainment of women and resultant overrepresentation in employment, women are cracking the glass ceiling to a certain notable extent; nonetheless, this study lends support to the existence of the glass ceiling effect in advancing career aspiration of women. Therefore, the apex of the management or government should pay magnificent attention to the glass ceiling effect and needs for redesigning best policy to equalise men and women in all aspects. For instance, women's representation in the parliament of Sri Lanka was less than six percentages, which is the lowest representation in the South Asian Region, leading to rank Sri Lanka 128th out of 140 countries (Kamburugamuwa 2015). Future research is required to uncover what remains unknown about the glass ceiling effect across the variegated government and public sector organisations.

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A Study on Impact of Psychological Capital on Executive Employees Job Performance

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Introduction

The study investigated to identify impact of Psychological Capital on Executive Employees Job Performance in Diligent Consulting Group (Pvt) Ltd (DCG PLC). The researcher has identified DCG PLC is facing burning issue of low performance of executive employees through preliminary study.

Literature Survey

According to American Psychological Association as cited in Legg and Hutter (2007), individuals differ from one another in their ability to understand complex ideas, to adapt effectively to the environment, to learn from experiences, to engage in various forms of reasoning and to overcome obstacles. Therefore, the concept of Psychological capital helps in understanding the behavior of people. It is important to understand the recently purposed positive perspective and strategy to human resource development and managing of performance which is called as psychological capital. Empirical evidence supports the psychological capital construct and its relationship to performance Luthans, Avey, Smith and Palmer (2010) as cited in Hodges (2010). Luthans, Avolio, Avey, and Norman (2007) also found that Psychological Capital related significantly to employees job performance. In addition, it was also found that Psychological Capital had a relatively stronger relationship with performance than its individual components of hope, optimism, resiliency and self-efficacy. Hence these arguments lead to hypotheses as follows;

H_{1A} : Self- efficacy significantly impacts on employee performance.

H_{1B}: Hope significantly impacts on employee performance.

H_{1C}: Optimism significantly impacts on employee performance.

H_{1D} : Resilience significantly impacts on employee performance.

Methodology

Research Design: This study is identified as a correlation study. This study was conducted to determine the relationship among four independent variables and one dependent variable from the same group executive level employees at DCG PLC. The strength and direction of relationship among variables were examined through testing the hypotheses.

Research Setting and Sample Procedure: Research setting for this study is DCG PLC. Unit of analysis was at individual level of the employees. A sample size was 60 executive level employees. The questionnaire for them distributed according to census sample method. It was possible to collect all questionnaires (60) from all the executive employees.

Research Instruments: A questionnaire with a total of 45 items was designed by the researcher based on other already established instruments to gather data from subject on the two variables. Scale for measure the employees job performance(Koopmans et al. 2013) and scale for measure the psychological capital (Luthans et al. 2007).

Data Analysis: Data Analysis was performed using the software SPSS version 18.0. Reliability analysis was conducted to determine the internal consistency of the scales. Conceptualization of both dependent variable and independent variable were based on models used in research published previously. Correlation analysis and multiple regression analysis were used as analytical tools.

Results and Discussion

Strong Positive correlations existed between the dependent variable (job performance) and independent variables such as self-efficacy, resilience, optimism and hope and all variables are significant since their “P values” are less than 0.05. Hypotheses were tested to achieve the objectives of the study. Multiple regression was used to understand predict the behaviour of the dependent variables when the independent variables are put together simultaneously. The regression model was accepted the all independent variables. The result generated that the R-square was 94.9 % and Std. Error of the Estimate is 0.137. Concerning the value of R-square, it can be concluded that the 94.9% of the variation of employee performance can be explained through Psychological Capital. Analysis of Variance (ANOVA) is analysis the statistical significant difference between Dependent Variable and Independent Variable. As depicts in the ANOVA analysis, P-value is recorded as 0.000 (P-value < 0.05). So it concludes that the model is significant.

Self-Efficacy has been strongly linked with work-related performance outcomes Bandura and Locke (2003), Stajkovic and Luthans (1998). Those findings were support to the findings of current study. The findings of the current study align with finding of Peterson, Suzanne, & Luthans (2003). Researchers suggested that hope helps people to adapt to positive effect on problem solving and increase job performance. These results were agreed with current research study. According to Luthans, Avolio, Walumbwa and Li (2005) the term of Optimism indicates the positivity of individuals, which measured and have a recognized performance impact in work settings. Similarly Seligman indicated as cited in Luthans,

Luthans and Luthans (2004) positive impact of optimism on desirable workplace outcomes which to lead high performance. Finally, this view aligns with the findings of the current study. Luthans et al. (2005) empirical evidence found a significant relationship between the resilience of Chinese workers who were undergoing significant change and transformation and their rated performance.

Conclusion and Recommendation

All predictors of Psychological Capital were statistically significant and that makes a positive impact on Employees Performance. Hence, the company needs to pay attention to implement strategies to increase Psychological Capital and through that increase the Executive Employees Performance in Diligent Consulting Group (Pvt) Ltd.

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Impact of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviour

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Introduction

Avery Dennison Lanka is the market leader for manufacturing labeling and packaging materials to the apparel industry in Sri Lanka which is the selected context of the current study. Main objective of this study is to identify the impact of job satisfaction and organizational commitment on organizational citizenship behavior (OCB) among the staff level employees of Avery Dennison Lanka.

Literature Survey

Empirical studies carried out by various researchers established the relationship between Job satisfaction and OCB. Majority of the studies showed strong correlation between the two variables. Davoudi (2012) suggest that job satisfaction is the strongest measure that correlates to OCB, According to Bateman and Organ (1983) also detected substantial relationship between job satisfaction and OCB. Unal (2013) found that more the employees are satisfied more they show citizenship behaviors. Along with job satisfaction organizational commitment also relates to OCB. According to Ibrahim& Aslinda (2013) Organizational commitment variable has direct relationship (positive) with OCB variable. According to Bolat and Bolat as cited in Ozdem (2012)Workers commit to their organizations on account of the opportunities they are offered, and this commitment becomes organizational citizenship behavior in the time which contributes to the organization itself. Hence these arguments lead to hypotheses as follows;

H₁: Job satisfaction positively impacts on organizational citizenship behaviour.

H₂: Organizational commitment positively impacts on organizational citizenship behaviour

Methodology

Research Design: This study is identified as a correlation study. This study was conducted to determine the relationship among two independent variables and one dependent variable from the same group staff level employees at Avery Dennison Lanka PLC. The strength and direction of relationship among variables were examined through testing the hypotheses.

Research Setting and Sample Procedure: Research setting for this study is Avery Dennison Lanka PLC. Unit of analysis was at individual level of the staff level employees

of customer service department and sales department. A sample size was 60 staff level employees. The questionnaire was distributed according to the census sample method. It was possible to collect all questionnaires (60) from all the employees.

Research Instruments: Questionnaires with a total of 51 items were designed by the researcher based on other already established instruments to gather data from subject on the three variables. Scale for measure OCB Chun-Lo and Ramayah (2009), scale for measure job satisfaction, Unal (2013) and scale for measure organizational commitment Allen & Meyer (1990).

Data Analysis: Data Analysis was performed using the software SPSS version 18.0. Reliability analysis was conducted to determine the internal consistency of the scales. Conceptualization of both dependent variable and independent variable were based on models used in research published previously. This method was used to increase the content validity of operationalizing the research and to increase comparability.

Results and Discussion

The first Hypothesis: Job satisfaction positively impacts on OCB. Result of Correlation Analysis for Job satisfaction is $r = 0.857$ and the p value is less than 0.05. It shows high positive Correlation between Job Satisfaction and OCB. The regression output for Job Satisfaction values of Coefficient as 0.366 with the significant of 0.003. These showed that Job Satisfaction contribute to affect OCB. Positive impact explains that the increase the level of Job Satisfaction courses to increase the OCB of staff employees. Base on above result Hypothesis one can be accepted and reject the null hypothesis. As Brown cited in Jahangir, Akbar and Haq (2004) Workers with high level of job satisfaction are more likely to be engage in OCB. The result of current study aligns with above findings. Unal (2013) found that the more employees are satisfied the more they engage in OCB. The findings of current study agree with above result. Bateman and Organ (1983), conclude that Job satisfaction is strongly and positively related to "citizenship" dimension of role performance and they also found that each dimension of job satisfaction positively correlate to Citizenship Behavior. These findings also support to the current research study.

The second Hypothesis: Organizational Commitment positively impacts on organization citizenship behaviour. Correlation analysis $r = 0.882$ and the p value is less than 0.05. Output of regression analysis for Organizational Commitment was resulted Coefficient as 0.564 with the significant of 0.000 which proved employees highly committed in their work have high OCB. Literature supports the above hypothesis as follows: According to Bolat and Bolat cited in Ozdem (2012) workers commit to their organizations on account of the

opportunities they are offered, and this commitment becomes organizational citizenship behavior in the time which contributes to the organization itself. Organizational commitment is conceptualized as a strong belief in, and acceptance of an organizations goals and a strong desire to maintain membership in the organization Dyne and Ang (1998).The result of present study also proved that the Organizational Commitment positively impacts on OCB.

Conclusion and Recommendations

The ultimate outcome of the current study is that job satisfaction and organizational commitment positively impact on organizational citizenship behavior of staff employees in Avery Dennison Lanka PLC.

Current study highlighted that there is high positive impact of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior. Therefore, management of Avery Dennison Lanka should focus on satisfying employees by giving rewards and recognitions and by using monetary rewards such as incentives bonuses and non-monetary rewards like giving letter of recognitions, using praises which motivate employees, and arranging trips, cocktail parties and etc.

To increase organizational commitment, the management should train and develop people then they can do their functions well. If they promote people who are suitable for the next position of their job and mainly use the internal recruitment methods. Then only, organization can increase level of OCB in staff level employees.

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Role of Emotional Intelligence on the Relationship between Perceived Organizational Politics Job Satisfaction and Work Engagement: Empirical Evidence from Public and Private Sector Employees

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Introduction

The workplace can be viewed as a marketplace where multiple individuals engage in many transactions, each seeking to obtain a favorable return on investment (Rusbull et al. 1996). To secure the favorable gains, the individuals may have to divert a portion of their energy, time and effort over their employers. Many studies have substantiated the pervasiveness of politics in the organizational setting (Kacmar & Baron 1999; Ferris et al. 2002). Ferris & Judge (1991) argue that politics are inherently distributive and represent the dysfunctional side of organizational behavior. Findings support the view that individual who possesses some level of control over the external environment (Ferris et. al. 1996) and understanding the underlying rationale for organizational behavior (Ferris et al. 1994) are less likely to report an adverse effect. Despite these findings, various studies tried to find out the moderating effect of some personal and dispositional variables on the relationship between politics perception and work outcomes, but the influence of emotional intelligence (EI) on the relationship between politics perception and work outcomes is still unclear. Therefore, the present study attempts to identify the moderating effect of emotional intelligence (EI) on the relationship between perceived organizational politics (POP) and work outcomes: job satisfaction (JS) and work engagement (WE). The objective of this study is to analyze the nature of EI, POP, JS, and WE and find the role of EI on the relationship between POP, JS and WE among employees in northern region of Sri Lanka

Literature review and hypotheses development

Harold (1936) describes politics as “who gets what, when and how”. This simple description of politics implies the maneuverability that takes place in the allocation of resources valued by the people. According to Pfeffer (1992), Politics is the study of power in action. However one of the most quoted definitions of politics is provided by Farrell and Petersan (1992) according to them, political behaviour in organizations “are those activities that are not required as part of one’s formal role in the organization but that influence or attempt to influence, the distribution of advantages and disadvantages within the organizations”. Politics are inherently disruptive and represent the dysfunctional side of organizational

behavior (Ferris & Judge, 1991). Ferris et al. (1989) found that politics in organizations was related to decreased job satisfaction. Also, Drory (1993) found that perceptions of politics were negatively related to job satisfaction. He found that politics in the workplace had a potentially damaging effect on lower status employees, but no negative effect on higher status employees. In a two-study investigation, Bozeman et al. (1996) elaborated on the effect of the perception of organizational politics on several work outcomes. The work by Parker et al. (1995) also suggests several important contributing actions related to employees' perception of organizational politics. Employee perceptions of the organization as political were associated with lower levels of overall satisfaction; believing that the organization does not value high work standards, challenging work, and integrity; evaluations of senior management as ineffective; perceiving that the organization does not support innovation; and, believing that employees are not loyal to the organization.

The Literature (e.g., Ferris et al. 2002; Kacmar & Baron 1999) suggest that politics perceptions have the capacity to predict lower levels of work engagement. In a two-study investigation, Bozeman et al. (1996) highlighted the effect of the perception of organizational politics on several work outcomes. In their study, the relationship between politics, job satisfaction, work engagement and several other work outcomes was moderated by the variable of job self-efficacy. The relationship was stronger for individuals with a high job self-efficacy than with a low one.

Employee engagement is viewed as the degree to which employees are involved in and enthusiastic about their work. Engagement is "a positive, fulfilling, affective, motivational state of work-related wellbeing that is characterized by vigor, dedication, and absorption" (Bakker, Schaufeli, Leiter & Taris 2008, p. 187). Engagement is hailed as the key to a range of valuable organizational outcomes (Harter et al. 2002). Unsurprisingly then, academics and HRM practitioners alike hold employee engagement in high esteem as a lead measure of business success (Bakker et al., 2008). Though there are no detail studies about perceived organizational politics and employees work engagement Bodla and Danish (2008) found the negative relationship of organizational politics with job involvement.

It has been suggested that EI plays a moderation role in aggressive behaviors and workplace stress (Slaski & Cartwright 2003). Nikolaou (2005) explored the relationship between EI, stress, and organizational commitment. Jordan and Troth (2002) found that individuals with higher levels of EI were more likely or more able to engage in collaborative conflict resolution; lower EI scores were associated with less effective strategies - handling conflict in a forceful way and avoidance behavior. Wong (2002) found that EI was positively

correlated with followers' satisfaction and willingness to engage in the extra-role behavior. Further (Kelly & Caplan 1993) associated EI with individual performance. Christiansen et al. (1997: 710) asked, "Are all workers impacted by politics equally, or do organizational politics affect the attitudes of some individuals but not others?" Although not directly posited, Christiansen et al. (1997) further alluded to the fact that individual difference variables may operate in unison with perceived politics to predict a host of work outcomes. Following the review of literature, researcher developed seven hypotheses to test empirically.

H1: There is a significant difference between private sector employees and public sector employees on perceived organizational support, job satisfaction and work engagement.

H2: Perceive organizational politics negatively influence employees' job satisfaction

H3: Perceive organizational politics negatively influence employees' work engagement

H4: Emotional intelligence will moderate the relationship between perceived organizational politics and job satisfaction

H5: Emotional intelligence will moderate the relationship between perceived organizational politics and work engagement

H6: High emotional intelligence respondents will highly be satisfied than low emotional intelligence respondents in high level of perceived politics than low level of perceived politics

H7: High emotional intelligence respondents will highly be engaged in their work than low emotional intelligence respondents in a high level of perceived politics than a low level of perceived politics.

Methodology

This study was based on a survey of individuals who held a job in either private or public sector organizations. 800 employees, holding managerial position, were selected as sample of this study. Equal number of employees was invited from each public and private sector organizations. Questionnaire was send to each employee with self addressed envelope. He data collection process was lasting for one-year, finally researcher received only 340 questionnaires: 162 from private sector organizations and 178 from public sector organizations.

A nine-item scale used in the previous studies (Kacmar & Ferris 1991; Kacmar & Carlson 1994; Vigoda 2000) was employed to measure perceived organizational politics. A measure developed by Brayfield and Roth (1951) called as Job Satisfaction Inventory was used to measure employees job satisfaction. The Utrecht Work Engagement Scale-9 was employed

to measure respondent's work engagement (UWES-9; Schaufeli & Bakker 2003). Emotional Intelligence was measured using twenty items based on Goleman (1995) Emotional Quotient (EQ) questionnaire. The construct validity of each construct was ensured (Cronbach's $\alpha > 0.7$). Hierarchical regression analysis, t-test were performed to analysis the data and test the hypotheses. In the data collected, I obtained measures of POP, JS, WE and EI. Subsequently, I created the interaction term of politics by EI (Interactions = POP * EI)

Results and discussion

To see if there is significance differences between private and public sector organization on POP, JS, EI and WE researcher performed t-test. The result revealed that there is no significant difference between private and public sector organization on the said research variables. The significant (negative) relationship was observed between POP and JS (-.512), but unexpectedly the relationship between POP and WE was insignificant (.122), which constraints testing the two hypotheses (H5 and H7). EI negatively related to politics (-0.05) but positively and significantly related to satisfaction (.488).

It was found that one those individuals who reported higher levels of POP reported low levels of JS and higher EI is associated with higher JS. Further, the interaction term also significantly added new variance that proves that emotional intelligence moderates the relationship between politics and satisfaction. Further analysis reported that high EI respondents will highly satisfied than low EI respondents in the high level of POP than a low level of POP.

This study provides some extensions of the current literature. Previous studies explored the moderating effect of commitment (Hochwarter et. al. 1999) self-efficacy (Bozeman et. al., 2001), political behavior (Harrell-Cook et. al. 1999) and negative and positive affect (Hochwarter & Treadway, 2003) on the relationship between politics perception and satisfaction, but this study provides empirical evidences to support the moderating effect of EI on the relationship between POP and JS. The unexpected insignificant relationship between POP and WE is inconsistent with the existing literature. This result opens an avenue to further research to find out the influence of other variables on the relationship between POP and WE.

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Task Conflict -Team Creativity: Moderating Role of Task Interdependence and Mediating Role of Information Search

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Introduction

It is so believed that the organizational sciences can benefit from systematic investigations of creative behavior in complex social systems. Most of the earlier research has addressed the determinants of creativity exhibited by individual employee, and focused on antecedents of individual employee creativity (Amabile, Schatzel, Moneta & Kramer 2004; Rodan & Galunic 2004; Shalley, Zhou & Oldham 2004; Tierney & Farmer 2002; Zhou & Shalley 2003).

Today, researchers must look to the next horizon (From Individual to Team) to understand how creativity occurs in natural settings. Many previous studies, (Taggar 2002, Gilson & Shalley 2004; Pirola-Merlo & Mann 2004; Chen 2006; De Dreu 2006; Farh, Lee & Farh 2010) investigated team task, relationship conflict team creativity relationship under projects team where project team engage in a particular task and found different task conflict team creativity relationship. These conflicting findings highlight the need to study the role of moderator and mediator variables that determine the direction of the relationship between task conflict and team creativity. Thus, this study extends identifying the task conflict team creativity relationship in a different work setting and context because the team environment where competition is very intensive, nature of task is routine and non-routine and people are working in collectivistic culture. Thus research questions postulated for this study is as follows: Would contextual factors be important in explaining the task conflict – team creativity relationship in such a context?

Literature Review

In general, the few studies that have focused on team creativity (Taggar 2002, Gilson & Shalley 2004; Pirola-Merlo & Mann 2004; Chen 2006; De Dreu 2006; Farh, Lee & Farh, 2010). Shalley, Zhou and Oldham (2004) pointed out that despite a recent growing literature on individual creativity, authors of recent reviews of creativity literature have called for greater attention toward factors influencing team creativity. All innovation begins with creative ideas. Successful implementation of new programs, new product introductions, or new services depends on a person or a team having a good idea—and developing that idea

beyond its initial state (Amabile et al. 1996). On the other hand, it is so believed that productivity, creativity, and performance will be greater in a team environment.

The relationship of conflict and creativity in existing studies has found to differ. Previous researches (Jehn 1995; De Dreu and Weingart 2003; Mortensen & Hinds 2001; Amason 1996; De Dreu & Weingart's 2003; Kurtzberg & Mueller's 2005; Anderson et al. 2004; De Dreu 2006; Farh, Lee & Farh 2010; De Dreu 2006; Kratzer, Leenders & Van Engelen 2006) found different relationship between conflict and creativity.

Contextual Factors and Team Creativity Relationship: Information Search and Task Interdependence

Information search is one of the key elements of creative process engagement (Amabile 1983). Task-related disagreement among team members triggers information exchange, thorough exploration of opposing opinions, reevaluation of the status quo, and scrutiny of the task at hand. This in turn fosters the generation of new ideas and solutions and improves problem solving (Shalley & Gilson 2004; Tjosvold 1985; West 2002). Gebert, Boerner & Kearney (2006), point out that to the extent that conflict leads to more information sharing and task-relevant information elaboration, conflict will facilitate creativity.

Task interdependence exists to the extent that group members rely on one another to perform and complete their individual jobs (Van de Ven, Delbecq & Koenig 1976; Van de Ven & Ferry 1980). Increase interaction and dependence among members causes conflict to have an intensified effect on individual and group outcomes (Schmidt & Kochan 1972; Gladstein 1984).

Methodology

Respondents

A sample of 100 teams was identified based on the availability of the branches. All 620 members in 100 teams were invited to participate in the survey, and 483 (80%) of them provided usable responses. Of the remaining 117 employees and 07 team leaders (20%), either they or their team leaders/supervisors did not respond. After deleting incomplete questionnaire, final sample of this study consisted of 452 team members and 89 team leaders from 89 teams. Including team leaders, 541 responses representing 89 teams were considered for analysis.

Questionnaire and Measures

Data was gathered through a structured questionnaire. All constructs in this study were operationalized with published scale in earlier studies; some words in some scale were modified to fit best in the context.

Task Conflict Scale: Task conflict was assessed by three- item scale developed by Jehn (1995) (Cronbach's α at the individual level was .67.). **Team Creativity Scale:** For the purpose of this study, 6 items scale was used to measure team creativity of teams by reviewing the previous work (Amabile et al. 1996; De Dreu & West's 2001) this scale has been modified based on the team context. (Cronbach's α for these items at the individual level was .78). **Information Searching Scale:** Zhang, and Bartol's (2010), three items scale was used for the study. (Cronbach's α for these items at the individual level was .69). **Task interdependence Scale:** Five items based on previous research will be used to measure individual team members' task interdependence (Van der Vegt et al. 2001). (Cronbach's α for these items at the individual level was .61).

Inter-rater Agreement for Team Level Analysis (within group agreement)

For the purpose of this study, we checked empirically the appropriateness of aggregating the responses of individual team members to the team level by assessing criteria of inter-rater agreement by using the James et al. (1984) formula.

Results and Discussions

All the hypotheses tested by using hierarchical regression analysis using SPSS19 (Field 2009). All the models were tested for multi-collinearity by calculating the variance inflated factor (VIF) for each of the regression coefficients. Results show that all values were below the threshold value of 10.

To conclude that one variable (information search) mediates the relationship between an independent variable (task conflict) and a dependent variable (team creativity), it is necessary to show that: task conflict significantly affects team creativity; task conflict significantly affects information search and when team creativity is regressed on both task conflict and information search, information search must be significant and task conflict must not be significant (e.g. see Shafer and Simmons , 2008). Hierarchical regression analysis was performed. Results showed that task conflict not significantly affects team creativity ($\beta = -.11$, ΔR^2 value of 0.13, $p > .05$, task conflict not significantly affects information search ($\beta = .01$, ΔR^2 value of 0.13, $p > .05$, and when team creativity is regressed on both task conflict and information search, information search is significant ($\beta = .26$, ΔR^2 value of 0.04, $p < .05$, and task conflict is not significant ($\beta = .05$, $p > .05$). These results confirm that information search did not mediate the relationship between task conflict and team creativity thereby failing supporting hypothesis H₁.

Further, it was predicted that Information search mediates the interaction effect of task conflict and task interdependence on team creativity the coefficient associated with the interaction term (e.g., task conflict X task interdependence) significantly affect the dependent variable (i.e., team creativity; ($\beta=.27$, ΔR^2 value of 0.19, $p < .05$) this satisfy the first condition and hypothesis H₃ was supported. Further, results supporting the hypothesis task interdependence moderate the relationship between task conflict and information search (H₂) the coefficient associated with the interaction term of task conflict X task interdependence was significant for information search ($\beta=.51$, ΔR^2 value of 0.23, $p < .05$), thus (H₂) was supported and this satisfy the second condition for the moderated mediation. Finally, after controlling for the mediator, the coefficient associated with the interaction term (e.g., task conflict X task interdependence) on team creativity become non-significant ($\beta=.13$, ΔR^2 value of 0.04, $p > .05$, this satisfy the third condition and indicating that information search completely mediated the the interaction effect of task conflict and task interdependence on team creativity. Thus hypothesis H₄ was supported for this study.

Conclusion and Recommendations

Information search mediated the interaction effect of task conflict and task interdependence on team creativity, indicated under certain conditions, task conflict can aid to increase creativity via information search.

This study hypothesized and found that task interdependence moderated the relationship between task conflict and information search and also found that task interdependence moderated the relationship between task conflict and team creativity. These findings suggest that the important of task structure, when tasks are dependent among team employees, task conflict is positively related to team creativity. Because prior research from interactionist theory suggests that, variable at individual, team and organizational level interact; these promote innovation in organizations (Woodman et al. 1993). Further, this study predicted and found that information search mediated the moderated relationship between team task conflict, and team creativity. This finding suggest that, when task structure, that is task interdependence interact with, different viewpoints and argument (task conflict) might lead to extensive information search and creative process engagement thereby positive creative outcome in team work environment.

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Human Related Issues on the Development of Cellular Manufacturing: A Study in Sri Lankan Apparel Industry

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Introduction

In modern manufacturing systems such as agile and flexible manufacturing systems, there is an increasing demand for customized products. Therefore, there appear to be an increased focus on finding new methods that have the most of the strategic advantages of a job shop but also can provide some of the operational advantages of an assembly line (Esmacilian & Hamedi 2012). Cellular Manufacturing (CM) gained more attention in this manner.

CM is an approach for organizing machines and people into groups to produce a variety of parts in part families. CM offers an opportunity to combine the efficiency of product flow layouts with the flexibility of functional layouts (Anbumalar & Sekar 2015).

It is widely accepted that CM will bring much benefits such as reducing delivery lead times, set up time, lot size, work-in-process inventory and defects, while improving product quality, worker productivity, & process improvements. Within these enablers there is no doubt that organizations are willing to apply CM in their organizations. However according to Udo & Ehie (1996) only half of those companies adopting CM ever attain successful implementation.

The investigation is then open to explore why organizations couldn't get the full benefits of CM. The main reason for that is, previous studies in CM focus on cell design and technical factors while pay no attention on human factors. Because both are much important to gain the fullest benefits of CM, this study has been done to study the impact of human behavior on developing CM system in the organization.

Critical Review of Literature

In the initial study of CM, Wemmerlov and Johnson (1997) revealed that manufacturing cells can provide substantial benefits; however, implementing CM is not merely an issue of rearranging the factory layout, but more importantly an issue that involves and affects the organizational and human aspects of the manufacturing firm. The authors found that the number of comments about 'soft' (people) issues exceeded the number about 'hard' (technical) ones.

Dixit and Guptha (2013) in their study current status, enablers and barriers of implementing CM in Indian industries found that the most common problem related to the production are high lead time, high set up time, and high inventory storage and the most common problem faced by firms in CM were related to workers resistance.

Research Methodology

Fifteen garment factories where lean manufacturing/ CM has already been implemented were selected as the sample. Purposive sampling procedure was being applied to select four executives from the departments of cutting; production, inspection, and packing. Accordingly, the researcher surveyed 60 executives from selected garment factories.

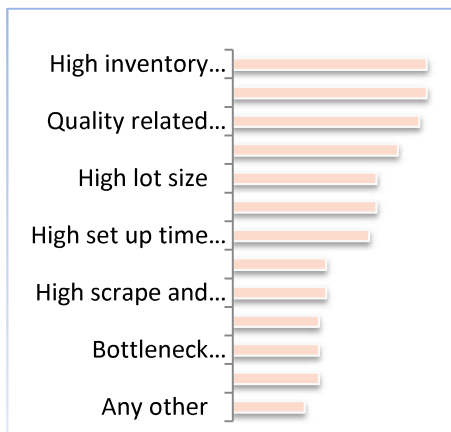
The questionnaire was developed based on the existing literature. Most of these questions were framed on a 5 point Lickert scale. A total of 60 questionnaires together with the covering letter and the confidential letter were sent through email and personally to different garment factories. All questionnaires were returned with a 100% of response rate.

Data was analyzed using SPSS version 19 software package. Factor analysis was done in order to measure construct validity of the instrument. All components have got more than 0.7 Cronbach's alpha value indicated higher degree of reliability.

Statistical measures such as mean, standard deviation and percentages were used. Multiple regression analysis was used to measure the impact of human barriers/ obstacles on the dependent variable of benefits of CM.

Results and Discussion

Reasons for Applying CM



According to analysis, high inventory storage and high lead time is the severe production related problem in those factories. It is also important to point out that quality problems and as well as worker dissatisfaction is also play as a motivational force in applying CM system. It is also worth to note that respondents ranked more value on high lot size, high wastage level and high set up time/ changeover time.

Figure 01: Production related problems faced by the respondents

Benefits Gained from CM

Table 1: Benefits of CM

Benefits of CM	Mean	SD
Workers' skills and flexibility has increased	4.7	0.38
Worker productivity has increased	4.7	0.41
Reduce the level of inventory	4.6	0.31
Reduce production and quality control cost	4.4	0.47
On time delivery reduce overdue orders	4.3	0.37
Reduce throughput time	4.3	0.37
Improve resource utilization	4.3	0.27
Reduce set up time	4.1	0.56
Reduce lead time	4.1	0.57
Improve the quality of the product	4.0	0.57
Reduce lot size	3.9	0.53
Improve production process stability and capability	3.9	0.47
Reduce space for storage and product line	3.8	0.78
Production flow become more visible	3.7	0.72

Multiple benefits have been recognized as the motives for applying CM and several of these are critical because the average respondents' view is not less than 4. The main benefit of CM is increasing the worker productivity, skills and flexibility. It is also seen that reduction of inventory level, production and quality control cost, throughput time, set up time, and lead time while increasing resource utilization, product quality, and on time delivery are the most important enablers for applying CM.

Barriers / Obstacles in Applying CM

Table 2: Barriers / Obstacles in Applying CM

Barriers / Obstacles	Mean	SD
Workers' resistance to change	1.2	0.31
Lack of knowledge about CM principles and techniques	1.3	0.14
Lack of training and education in the use of CM technique	1.3	0.11
Lack of involvement from top management	1.4	0.23
Communication barriers with employees	2.2	0.45
Managers' resistance	2.3	0.31
Inter-department communication barriers	2.4	0.16
Influence of trade unions	2.6	0.22

The workers' resistance is the most significant barrier faced by the organizations when applying CM system (mean = 1.2 and SD = 0.31). Lack of knowledge about CM principles and techniques and as well as lack of training and education in the use of CM techniques is

also identified as major obstacles in applying CM system. Similar results were found in another study conducted by Dixit and Gupta in 2013.

Multiple Regression

Multiple regression is used to analyze the impact of human related barriers on the success (benefits) of the CM system. That is 89.2% of the variance of the success (benefits) of the CM system is explained by the independent variables concerned. Independent variables are worker resistance to change (WR), Lack of knowledge about CM principles and techniques (LK), Lack of training and education (LTR), Influence of trade unions (TU), Inter-department communication barriers (DC), Communication barriers with employees (CB), Lack of involvement from top management(TOP), Managers' resistance (MR).

$$\text{Benefits} = 60.458 - 0.361\text{WR} - 0.243\text{LK} - 0.233\text{LTR} - 0.012\text{TU} - 0.051\text{DC} - 0.112\text{CB} - 0.198\text{TOP} - 0.095\text{MR}$$

Conclusion and Recommendations

When applying CM, organizations need to provide keen attention on human resource issues such as resistance to change, knowledge and training on CM technique, top management involvement, employee stress, job dissatisfaction, pay dissatisfaction, turnover or absenteeism to get the fullest benefits. Change disrupts the status quo and often leads to stress, discomfort, and for some even dislocation. These conditions motivate people to resist change. Attempts to implement change are more likely to be successful if leaders understand the reasons behind employees' resistance to change. The most common reasons why people resist change are; threat to one's self interest, Uncertainty, lack of confidence that change will succeed, lack of conviction that change is necessary, distrust of leadership, threat to personal values, fear of being manipulated. So, it is recommended to minimize employee resistance by applying several techniques such as; effective communication before, during and after the application of CM, effective training and development, empowering employees, employee involvement programmes, establishing supportive reward structure, and as well as upgrading top managers' involvement.

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The Role of LMX Quality and Interactional Justice in the Relationship between Transformational Leadership and Turnover Intention

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Introduction

Over the past decades, transformational leadership has become one of the most prevalent topics within the leadership literature. Recently, the relationship between transformational leadership and turnover intention in organizations has been considered as emerging topic. Various research studies found strong impacts of transformational leadership on various job outcomes such as higher job satisfaction (Medley & Larochelle 1995) Unit cohesion (Sparks & Schenk 2001), cohesiveness (Stashevsky & Koslowsky 2006), turnover intention (Zagorsek, et al. 2009) and Turnover intention (Vance 2006). Bycio, et al. (1995) opined that transformational leadership tends to be the crucial style of leadership in reducing and mitigating turnover intention. Najm (2010) in Kuwait also found a negative relationship between transactional and employees' turnover intention.

The leadership exchange theory is based on different types of relationship between the leaders and group members. This theory contributes a lot in the leadership understanding perspective. Leader form different types of relations with their subordinates depending upon different characteristics of leader Dienesch and Liden (1986). They develop the process of leader member exchange theory and concluded quality of these relationships based upon the common characteristics of leader and subordinates.

Transformational leadership comprises the charismatic behaviours such as role modeling and risk sharing, attributed charisma, and inspirational motivation, which includes clearly communicating high expectations concerning a vision. Bass and Avolio (2004) proposed four components of transformational leadership as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leadership indicates that employees respond positively to behavior of leaders that is predominantly employee-oriented leadership styles (Schwepker & Good 2010).

Interactional justice has been shown to play an important role in employee turnover intention (Najm 2010). In the first study of perceptions of workplace fairness and 25 employee behaviors, he found that the three dimensions of justice interact to predict

employee turnover intention. His study showed high levels of interactional justice made the interaction between transformational leadership and turnover intention. The authors suggested their findings show the importance of supervisors properly treating and informing their employees. For example, if an employee perceives injustice in salary, the supervisor's fair treatment and adequate information to the employee can mitigate perceived distributive injustice through which employees may intend to quit the job. Michael (2011) also found the mediation effect of interactional justice between Transformational leadership and turnover intention.

Turnover intention is define as the proportion of employees learning in a given period but prior to the expected end of their contract of employment (Loquercio, et al. 2006). If the case of employees leaving from the organization due to the perceived reasons it caused by individual factor, the demoralization is less predominant. On the contrary, if the causes are due to organizational factors, such as leadership behaviors, demoralization will be predominant.

Bandura (1977) proved how transformational leadership may affect turnover intention through leader-member exchange (LMX) quality. Social learning theory suggests that leader behavior is likely to serve as an exemplary guide to followers' behavior through role modeling. Thus, leadership affects follower performance because leaders serve as role models through whom followers can expand their knowledge by learning and acquiring new skills to improve their performance.

While interactional justice has been described as discourse that builds relationships (Whetton & Cameron 1995) and demonstrates sensitivity to others, in the present research, it is also proposed that the relationship between leader member exchange and interactional justice. Specifically, supervisors are more likely to treat the subordinates in unbiased manner with whom they have high quality relationships. Thus, there may be a reciprocal relationship between interactional justice and LMX which can affect their turnover intention. In this paper, the researcher proposes two objectives. First, the study contributes to identify how transformational leadership impacts on the respondents' turnover intention directly and indirectly through study variables like Leader member Exchange and Interactional justice. Secondly, is to suggest a model of describing the link between the study variables.

Review of Literature

Inspirational leadership involves the arousal and heightening of motivation among followers (Bass 1998). Intellectual stimulation arouses in followers the awareness of problems and how they may be solved, and stirs the imagination and generates thoughts and insights.

Individualized consideration involves giving personal attention to followers who seem neglected, treating each follower individually, and helping each follower get what he or she wants. Boehnke, et al. (2003) even found support for the claim that the main dimensions of leadership for extraordinary performance are universal. The transformational leadership model adds to the two fundamental leadership behaviors of initiation and consideration in explaining the variance in subordinates' satisfaction and ratings of leader effectiveness (Seltzer & Bass 1990).

There is emerging support for the claim that LMX may be transformational, at least at certain times and under certain conditions (Gerstner & Day 1997; Schriesheim, et al. 1999). Krishnan (2004) found that LMX and transformational leadership were positively related to each other. Dasborough and Ashkanasy (2002) argued that if prior interactions within the leader-member relationship have resulted in the members liking the leader, then members are more likely to consider the leader as truly transformational.

A transformational leader seeks to transform the follower's personal values and self-concepts so that they can broaden and elevate their needs and aspirations to focus and achieve higher levels of needs and potential (Bass & Avolio 1999). Kirkpatrick and Locke (cited in Robbins, 2001) tested a model suggesting that self efficacy mediate the effects of transformational leadership behaviour on performance. Ozer and Gunluk (2010) stated that changing employee negative perceptions can minimize the turnover intention. Robbins, et al., (2000) reported when people felt like an organization was supportive, they were more committed to fulfill job duties and less likely to leave the organization. Kivimäki et al. (2007) suggested that transformational leadership and its impact can help to reduce the turnover intention.

Research Methodology

Participants and Procedure

72 supervisors and 228 immediate subordinates have been surveyed from major pharmaceutical companies in Tamilnadu, India. The average age of subordinates was 32 years (SD = 4.9), and the average age of the supervisors was 37 years (SD = 3.9). The supervisors had been with the organization on average for 8 years (SD = 4.7), whereas the direct reports had worked with the supervisor on average for 3 years (SD = 2.1) and were all full-time employees. Direct reports received a survey packet via email containing a cover letter from the researchers that was endorsed by the company's human resource department. The cover letter explained the purpose of the study, provided assurances of participant confidentiality. Participants completed measures of transformational leadership, LMX,

Interactional justice and turnover intention. Each participant was assigned a unique survey code so that we could match data with supervisors' ratings. All completed surveys were returned directly back to researchers via email. It has been assured that participants full confidentiality and all were informed in writing that their names would not be reported in the data. The response rate was approximately 78%.

Measures

Transformational leadership

Bass and Avolio (1991) developed the Multi-factor Leadership Questionnaire (MLQ) to measure the factors in transactional and transformational leadership. The Questionnaire had 37 items to measure the four factors of transformational leadership-8 items for charismatic leadership, 10 items each for inspirational leadership and intellectual stimulation, and 9 items for individualized consideration. The Cronbach's Alpha for items within each factor group was at least 0.9. The mean of the items in each factor group was taken as the measure of that factor.

Leader Member Exchange

Liden and Maslyn's (1998) 12-item Leader-Member Exchange-Multidimensional scale (LMX-MDM) was used to assess employees' perception of LMX quality in terms of four dimensions representing contribution (subordinates' willingness to contribute), loyalty (perceived supervisor loyalty to subordinate), affect (how much the subordinate likes the supervisor), and professional respect (how much the subordinate respects the supervisor's professional development). Sample items include "My supervisor is the kind of person one would like to have as a friend," and "My supervisor would come to my defense if I were 'attacked' by others." Following Liden and Maslyn (1998) suggestion the scale items combined to form a global measure of LMX. Thus, the items for each of the four subscales were averaged and these four subscales were used as multiple manifest indicators of a general leader-member exchange factor ($\alpha = .91$).

Interactive Justice

The two dimensions of interactional justice – interpersonal and informational justice – were measured using Colquitt's (2001) 9-item scale. Colquitt adapted the interactional justice scale from research and previous studies on justice. The interpersonal justice scale contains four items measuring the extent to which employees feel their supervisors treat them fairly on a personal level. The informational justice scale contains five items measuring the extent to which employees feel their supervisors communicate and share information fairly. Both interpersonal and informational scales have reported Cronbach alphas of .79 and

discriminant, construct, and predictive validity have been established (Colquitt 2001). Although the original scale was created using a 5-point Likert-type scale, this study used a 7-point Likert type scale (1=to a small extent, 7=a large extent) to have consistency of scales throughout all measures. Participants answered questions pertaining to their perceived supervisor's treatment of them, including "Has he/she treated you with dignity?" and "Has he/she been candid in his/her communication with you?" Appendix D shows the full interactional justice scale.

Turnover Intention

The Anticipated Turnover Scale was developed by Hinshaw, et al. (1985) at the University of Arizona to measure nurses' turnover intention their job. The purpose of the scale is to index an employee's perception or opinion of the possibility of voluntarily terminating his or her present assignment. The self-reported instrument was applied in a variety of settings in addition to nurses and consisted of 12-items in a Likert-format with seven response options ranging from strongly agree to disagree strongly. Instrument items related to anticipated length of time to leaving and certainty of leaving an assignment (Hinshaw et al. 1985).

Analysis and Interpretation

Structure Equation modeling for linking Transformational leadership and turnover intention with the moderating variables like LMX and Interactional justice.

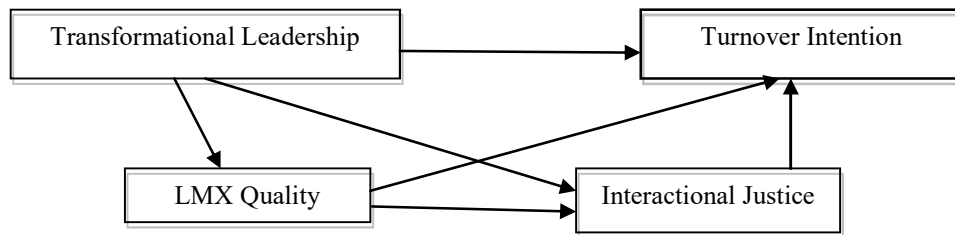


Table 1 shows the regression weights of structural model with maximum likelihood estimates, Standard error and C.R.

Table 1: Regression Weights of the Variables Included in the Structural Equation Model

Description of the Paths			Estimate	S.E.	C.R.	P-value
Leader Member Exchange	←	Transformational Leadership	0.313	0.078	6.969	***
Interactional justice	←	Transformational Leadership	0.222	0.087	2.546	0.013*
Interactional justice	←	Leader Member Exchange	-0.156	0.075	-2.084	.040*
Turnover intention	←	Transformational Leadership	0.846	0.059	14.408	***
Turnover intention	←	Leader Member Exchange	0.101	0.083	1.209	0.012
Turnover intention	←	Interactional justice	-0.539	0.189	-2.159	0.031*

Model Specification

There are several goodness of fit indices available that measure the overall model's fit. However, none of them is unequivocally superior to others. Therefore, a combination of indices to assess the goodness of fit of the model is used. The result is displayed in Table 2.

Table 2: Comparison of Selected Goodness of Fit Statistics and Recommended Guidelines

Fit Index	Values	Guidelines
RMSEA	0.078	<0.08
GFI	0.948	>0.90
NFI	0.910	>0.90
CFI	0.912	>0.90
IFI	0.810	>0.90
TLI	0.788	>0.90
$\chi^2/d.f.$	3.211	<5

The chi square test statistics is used for hypotheses testing to evaluate the appropriateness of a structural equation model. For a good model fit, the ratio $\chi^2/d.f.$ should be as smaller as possible. As there exists no absolute standards, a ratio between 2 and 3 is indicative of a "good" or "acceptable" data model fit, respectively. In this model, the researcher has obtained a ratio of 3.211 with significant test of 0.001. The value of RMSEA for a good model should be less than 0.005. Hu and Bantler (1999) suggested that RMSEA is equal to 0.08 as a cut off criterion. In this model, RMSEA is equal to 0.078; NFI, usual rule of thumb, for this index is that 0.95 is indicative of good fit relative to the baseline model. Here, NFI is 0.910; Comparative fit model (CFI) usual rule of thumb, for this index, is that 0.97 is indicative of good fit relative to the default model, while values greater than 0.95 may be interpreted as acceptable fit; here, it is 0.912; Goodness of fit index (GFI) is that

0.95 indicates good fit relative to the baseline model, whereas values greater than 0.90 are usually interpreted as indicating acceptable fit, here GFI is 0.948. IFI is 0.810 which is greater than 0.90 and TLI is 0.788 also the value greater than 0.90. All the goodness of fit results falls into an acceptable level of fit as suggested by Hair et al., (1998). It is understood that different fit indices assess fit in different ways and the researcher has relied on almost all indices to reach a judgment concurring the overall fit of the model.

Transformational Leadership predicting Turnover intention was conducted and it indicated a significant relationship (beta = 0.059, t = 14.408, p = .000). Transformational Leadership predicting Leader Member Exchange showed a significant relationship (beta = 0.078, t = 6.969, p < .000). Leader Member Exchange predicting Turnover intention also indicated a significant relationship (beta = 0.083, t = 1.209, p = 0.012). As showed in above table, leader member exchange was completely mediating between transformational leadership and intention quit.

Transformational Leadership predicting Interactional justice showed a significant relationship (beta = 0.087, t = 2.546, p < 0.013). Interactional justice predicting Turnover intention also indicated a significant relationship (beta = 0.189, t = -2.159, p = 0.031). As showed in above table, Interactional justice was completely mediating between transformational leadership and intention quit. Leader Member Exchange predicting Turnover intention was conducted and it indicated a significant relationship (beta = 0.083, t = 1.209, p = 0.012). Leader Member Exchange predicting Interactional justice showed a significant relationship (beta = 0.075, t = -2.084, p < 0.040). Interactional justice predicting Turnover intention also indicated a significant relationship (beta = 0.189, t = -2.159, p = 0.031). As showed in above table, Interactional justice was completely mediating between Leader Member Exchange and intention quit.

Discussion and Conclusion

It has been identified that transformational leadership is negatively related to turnover intention. Thus, the findings of this study provide greater support to the validity of the relationship between transformational leadership and turnover intention. The findings also indicate that LMX mediates the relationship between transformational leadership and turnover intention. It is not only transformational leadership that directly affects follower's turnover intention, but it is the quality of the relationship between follower and leader as captured by the LMX construct that is immediately related to turnover intention.

These results also provide substantial support for the contention that interactional justice mediates the relationship between LMX and employees' turnover intention. It is suggested here that LMX quality may encourage interactional justice, which in turn influences the employee's motivation to reciprocate the supervisors' favorable treatment with acceptable commodities of exchange, such as increased levels of interpersonal facilitation, job dedication, and task performance. It appears that subordinates may perceive unbiased interactional justice as being a result of the quality of the LMX relationship. It is likely that the LMX dimension of supervisor loyalty may positively influence subordinate perceptions of supervisor support which engenders subordinate support of the supervisor, as demonstrated through job dedication and interpersonal facilitation.

This research highlights the importance of linking leadership to employees' behaviors through mechanisms that involve the self and one's turnover intention. This research also highlights the value in examining multiple mediators within the same study-as this approach allows one to determine the relative importance of each of the mediators. Results of this research may encourage leadership scholars to utilize this approach in future work.

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Factors Influencing Corporate Entrepreneurship among Middle-Level- Managers towards Manufacturing Industry

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Introduction

Middle managers play critical roles in the implementation of organizational strategies. Middle Manager is mainly focus on two aspects: 'position' in the hierarchy and 'function' rendered by them. Dutton (1993) and Wooldridge et. al. (2008) propose that middle management, ranges from the level below top management to the first level of supervision. Examples of middle managers include general line managers (divisional heads), functional line managers (marketing head, deputy heads) and team or project based executives or project leaders.

From the perspective of 'function', middle management is defined as the coordination of a firm's daily routine activities with the activities of vertically related groups (Floyd 1992). Middle Managers are responsible for a sub-functional work flow of a department / division. Few academicians state that aspects like number of staff working under a person, years of working experience, and total emoluments need to be considered to define middle management.

The role of middle level managers, as quoted by Kuratko et.al. (2002; 2005; 2006; 2007; 2008), is to communicate effectively between top-level and operating level managers. To accomplish this goal, middle level managers need to play strategic roles. As suggested by Floyd and Wooldridge (1992), they have to synthesize information to be exchanged for championing innovative ideas, facilitate adaptability among subordinates and implementing strategy by integrating subordinates' activities

Corporate entrepreneurship can enhance the share- holder's value by creating the work environment that boosts the individual and corporate growth, presenting employees an opportunity to utilize their creative skills and formulating the organizational culture that enhance the market performance of firm. Sathe (1985) argues that corporate entrepreneurship is a process of organizational renewal. It has emerged as a much needed ingredient contributing towards the growth of any organization under a changing business environment.

Guth and Ginsberg (1985) notes that corporate entrepreneurship encompasses two types of phenomena and the processes surrounding them (1) the birth of new business within existing organization, i.e, internal innovations and venturing, and (2) the transformation of the organizations through renewal of the key ideas on which they are built, i.e., strategic renewal. Spann, Adams and Wortman (1988) define corporate entrepreneurship on the establishment of a separate corporate organization (often in the form of a profit center, strategic business unit, division, or subsidiary) to introduce a new product, serve or create a new market, or utilize a new technology.

Similarly, several authors view corporate entrepreneurship as the diversification and escalation of businesses (Nayager & Van Vuuren 2005; Bhardwaj et al. 2006; Ripolles-Melia et al. 2007; Kearney et al. 2007), leading to the development of new businesses within existing companies to enhance competitiveness, productivity, and profitability (Morris et al. 2008), a strategy enacted in organizational settings and discovery of opportunities (Zahra 2008), has a lasting effect on company's growth (Zahra 2009), and in the words of Salvato et al. (2009), it involves a constant reinvention of unique business projects which requires recognizing and exploiting the opportunities.

The Manufacturing Industry (MI) is defined as the mechanical or chemical transformation of organic and inorganic substances into new products, whether the work is done by machine or by hand, factory or home, or that the products are sold wholesale or retail. Includes the assembly of component parts of manufactured products, except in cases where such activity is typical of construction and installation, repair and maintenance when such activity takes place as a service related to manufacturing.

Review of Literature

The concept of corporate entrepreneurship has been analyzed from different theoretical perspectives by academicians and the outcome mostly focuses on the link between the employees' entrepreneurial attitude, and probable growth of firms, expansion of market or overall performance. Typically their definitions revolve around the concept that corporate entrepreneurship involves transformation of stagnant businesses into dynamic activities (Jennings & Lumpkin 1984; Schendel 1990), is an organizational process transforming individual ideas into collective actions (Chung and Gibbons, 1997), increases organizational progress through optimal performance (Bardt 1998), is a way to recreate economic capabilities (Danka 2000), shows the behavioural intentions different from the routine practices (Antoncic & Hisrich 2001), and describes the employee's entrepreneurial behaviour within a stable organization (Jones & Butler 1992; Burns 2005; Shepherd 2008).

High performance work system is described as a coherent set of human resource management practices which including selective hiring, promotion from within, extensive training, performance appraisal, employee participation, information-sharing, teamwork, broad job design, and have repeatedly been shown to relate positively with firm performance (Subramony 2009). High-performance HR practices are bundles of HR practices that enhance the skills of the workforce, encourage participation in decision-making, and motivate employees to expend discretionary effort (Sun et al. 2007). Accordingly, high performance human resource practices are expected to encourage employees to devote themselves to the organization by contributing innovative ideas (Chen & Huang 2009).

Existing literature suggest that emotional intelligence is the product of two main skills, personal and social competence. Personal competence focuses more on you as an individual, and is divided into self-awareness and self-management. Social competence focuses on how you behave with other people, and is divided into social awareness and relationship management (Mary Myers Dunlap 2013). Emotional intelligence involves the capacity to accomplish faithful analysis about emotions and the capacity to employ feelings, emotions, and emotional knowledge to augment thought, incorporating particular expertness and suggesting that this distinctive expertness may also be considered as constituting a united, general emotional intelligence (Ljungholm 2014).

Contributions from the academicians, finally shortlisted three dimensions to represent entrepreneurial orientation, which are used in our study, are explained below. The individual dimensions of entrepreneurial orientation are classified as innovation, risk-taking and proactiveness. Innovativeness, refer to willingness to support creativity and experimentation in introducing new products/services besides novelty, technological leadership, and R&D in developing new processes. Secondly, risk taking which means tendency to take bold actions such as venturing into unknown new markets, committing a large portion of resources to venture with uncertain outcomes, and/or borrowing heavily. Lastly, proactiveness is defined as an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment. A successful entrepreneur in establishing his business does not only depend on his role but also on his orientation toward the organization itself; thus, entrepreneurial orientation is an important part since it can assist an individual to adapt to his working environment. Final conclusion that can be drawn from the literature is that of the leaders that strategic decisions integrate these three dimensions is the key impetus to generate growth.

Creativity scholars have created a vast body of literature regarding a large number of contextual and individual factors, which can enable or inhibit the generation of creative ideas (Runco & Pritkzer 2011; Mumford 2012; Runco 2012). According to in-depth discussions made by scholars, creativity is considered as the ability to think up and design new inventions, produce works of art, solve problems in new ways, or develop an idea based on an original, novel, or unconventional approach. The academicians stress the need to have creativity inhibited in the minds of employees to face stiff challenges from the external forces and to manufacture products at lesser cost. To conclude, creativity, as a strategic asset, acts as a base for competitive advantage, is and a source for firm growth (Weinzimmer, Michel & Franczak 2011).

Organizational learning is a concept for which many definitions have been given. Researchers have adopted different views on this concept, which cover a wide area of research. One of the first definitions given to organizational learning is that of Argyris and Schn, 1978. The concept of organizational learning capability (Dibella et al. 1996; Goh & Richards 1997; Hult & Ferrell 1997; Yeung, et al. 1999; Jérez-Gómez, et al. 2005) seems to stress the importance of the facilitating factors for organizational learning or the organizational propensity to learn. Ang and Joseph (1996) contrast organizational learning and learning organization in terms of process versus structure. Organizational learning may be defined as a change in cognition or a change in behaviour (Easterby-Smith et al. 2000) learning needs to be explored as a social and psychological process (Stiofán Deburca 2000).

Research Objective

To understand the influence of demographic variable on corporate entrepreneurship

Research Methodology

Sample and Data Collection

The target respondents of the study are middle level managers working in manufacturing industries in Chennai, capital of Tamil Nadu state. Industrial Development Corporation was approached to obtain the list of manufacturing companies adopting ISO 14001 /TS 16949 and employ a minimum of 500 staffs. These two conditions were used as implementation of ISO 14001/TS 16949 require the need for more middle level executives and in companies of 500 employees, number of middle level executives would be more. From the list of top 50 companies (based on turnover) 12 companies were randomly selected. By using proportionate random sampling Gellately et al. (2006), were shortlisted from a population of Kidder and Judd (1986), middle level managers working in those 12 companies.

Measurement

Corporate Entrepreneurship

Corporate entrepreneurship is the dependent variable. Corporate Entrepreneurship Assessment Instrument (CEAI) developed by Hornsby et al. (2002) was used in this study. It consists of 48 items in five dimensions. They are management support measured by 19 items, reward/reinforcement (6 items), work discretion (10 items), time availability (6 items), and organizational boundaries (7 items). The questionnaire was developed with five point Likert type scale with Strongly Agree to Strongly Disagree.

High Performance Work System

High performance work system (HPWS) is one of the independent variables. Numerous studies have shown that various authors developed scales to measure High performance work system. Snell and Dean (1992), Delery and Doty (1996) and Becker and Huselid (1998) have proposed various dimensions to measure high performance work system. After careful study the researcher has chosen six dimensions from these three instruments. For example, employee empowerment, reward practices, job security and performance appraisal were taken from Snell and Dean (1992), internal career opportunities was taken from Delery and Doty (1996) and information sharing was taken from Becker and Huselid (1998). Employee empowerment has been measured by 4 items, reward practices (8 items), job security (3 items), performance appraisal (4 items), internal career opportunities (4 items) and information sharing (5 items).

Emotional Intelligence

Emotional intelligence (EI) is another independent variable. The researcher used Wong and Law Emotional Intelligence Scale in this study. Emotional Intelligence scale has four dimensions namely, self-emotion measured by 4 items, other emotion (4 items), use of emotion (4 items) and regulation of emotion (4 items).

Entrepreneurial Orientation

Entrepreneurial orientation (EO) is the last independent variable. The entrepreneurial orientation scale of Covin and Slevin (1986) has been adopted in his study. The scale consists of three dimensions. They are innovativeness, (3 items), proactiveness (3 items) and risk-taking (3 items).

Organizational Learning Capability

Organizational learning capability (OLC) is the mediating variable. With a view to choose a suitable scale to measure organizational learning capability, studies that used this variable were examined. The researcher found that Chiva et al. (2007) have used the instrument

designed by Algre and Chiva (2007) in their works. The reliability scores were good and consistent in all the studies, and hence its robustness was established. Obviously, this scale was used in this study. This instrument has five dimensions learning, experimentation, external environment, dialogue, and participative decision-making. The dimensions are measured by learning (2 items), experimentation (2 items), external environment (3 items), dialogue (3 items), and participative decision- making (4 items).

Creativity

Creativity is the mediating variable. Zhou and George's (2001) scale is found to be the most widely used instrument by academicians and practioners. This scale has 10 items. The questionnaire contains five point Likert type scale with Strongly Agree to Strongly Disagree.

Analysis and Results

Table 1: Regression Coefficients: Consolidated Results

Variables	Management Support	Work Discretion	Reward/ Reinforcement	Time Availability	Organization al Boundaries
Reward Practices	0.001	0.017	0.017	-	0.001
Employee Empowerment	0.018	0.008	-	-	-
Job Security	0.034	0.021	-	0.001	-
Performance Appraisal	-	-	0.007	0.030	-
Internal Career Opportunities	0.044	-	-	-	-
Information Sharing	-	-	0.001	-	-
Self-Emotion	0.001	-	0.050	0.050	0.001
Other's Emotion	0.001	-	-	-	0.023
Use of Emotion	0.047	-	0.017	-	0.006
Regulation of Emotion	-	0.001	0.001	-	0.002
Innovation	0.003	-	0.004	0.020	0.030
Proactiveness	-	-	-	-	0.001
Risk-taking	0.001	-	-	-	0.002
Creativity	-	-	0.003	0.018	0.001
Learning	0.016	-	0.001	-	-
Experimentation	-	0.012	0.032	0.028	-
External Environment	-	0.081	0.006	-	-
Dialogue	-	0.001	-	0.004	0.016
Participative Decision Making	0.011	0.043	0.003	-	-

Discussion

Our study contributes to the literature on corporate entrepreneurship by examining the influence of 18 dimensions of the study variables through performing five multiple regression analyses, by treating each dimension of corporate entrepreneurship as dependent

variable. High performance work system significantly influenced management support, followed by work discretion, reward/reinforcement and time availability. It's least influence was found on organizational boundaries. Contrasting results were seen for emotional intelligence, which strongly influenced organizational boundaries followed by management support and reward/reinforcement. Only one dimension of it is found to influence work discretion and time availability. For entrepreneurial orientation, it did not influence work discretion at all, but fully influenced organizational boundaries followed by management support. Only one of its dimensions influenced work discretion and time availability. Creativity positively influenced reward/reinforcement, time availability and organizational boundaries and found to be a non-influencer of management support and work discretion. These results lead us to the conclusion, that none of the dimensions of corporate entrepreneurship (dependent variable) is significantly influenced by all the independent variable collectively.

Suggestions and Managerial Implications

To enhance management support, firms should monitor the performance of employees, before finalizing the reward policies. Firms can resort to the practice of rewarding their employees for successful completion of each stage (idea generation, in progress and completion) with varying percentages (50+20+30).

Executives should be empowered to make suitable decisions for promoting entrepreneurial mindset within the organization. Top management should not interfere on the day to day progress, and the executives should be given wide latitude to decide on what is to be done.

Executives who possess emotional intelligence need to be provided with the responsibility of leading creative teams, as they can comfortably balance the extreme behaviours of employees.

Management should not discriminate among employees while providing opportunities to learn, and an unbiased evaluation is required in this regard. Besides, making a provision in the organization hierarchy that enables the executives to vent their opinions without any hesitation is essential.

Managers should distinguish the differences among the various levels of achievers, and reward them accordingly. Management needs to highlight significant achievements and encourage a pursuit of challenging tasks. Regulation of rewards policy according to the culture of the organization will strengthen the entrepreneurial trait of workers.

Making the employees to believe that their job is secured, irrespective of failure or incompleteness of innovative projects initiated by them. Adopting the policy of participative

decision making will increase the employees' involvement and commitment level in reaching organizational goals.

Organizations should give autonomy to the executives to delegate works to supervisors and decide upon the course of action to complete an innovative project. They should have the authority to re-allot works, reframe time limits, and re-fix the outcome expected.

To make the entrepreneurial activities successful, organizations should scientifically allot sufficient time to pursue innovations. Job responsibilities should be structured in such a way that it allows flexibility and responsibility. Time frame to complete a task, right from generation of new ideas, to successful implementation, needs to be calculated by considering factors like allocation and releasing of funds, gestation period, man power provided, managing resistance to change (if any), and confirming the consistency of the outcome.

Firms should clearly define the boundaries of all departments with a view to coordinate various activities. Solid boundaries eliminate flexibility and hinder entrepreneurial activities. Hence, it is suggested to follow the concept of flexible boundaries which enhances communication and information showing between departments and outside the organization to increase corporate entrepreneurship success.

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Rebranding as a Marketing Tool

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Introduction

Markets from low-involvement to high-involvement product categories have been experiencing sweeping changes in the past decade. Changing lifestyles, fragmented market segments and consumer preferences, and intense competition from the brands of multinational corporations (MNCs) have made rebranding strategies a prerequisite for marketing success. This paper attempts to analyze the various dimensions associated with rebranding strategies in the changing marketing context. Increasing global competition has led firms toward an even higher need for distinctiveness. When looking at the variables that are most qualified to sustain a competitive advantage, the corporate image emerges (Kay, 2006). Adopting the definition proposed by Muzellec and Lambkin (2006), rebranding corresponds to the creation of a new brand element aiming to create a new image or position in the mind of stakeholders. A good and strong corporate image can have a positive impact on workers, managers, investors, and customers' evaluations.

Rebranding is a marketing strategy in which a new name, term, symbol, design, or combination thereof is created for an established brand with the intention of developing a new, differentiated identity in the minds of consumers, investors, and competitors.

Literature Review

S. no	Author and Year	Country	Study	Journal	Inference
1	De Chernatony & Riley 1998	UK	Review	Journal of marketing	<ul style="list-style-type: none">• Brand is the interface between firm and consumer• By managing brand the company minimizes the gap between the desired and actual perception• Brand is reinforced as more identifiable and relevant to the customer
2.	Kapferer	UK	Book	Book	<ul style="list-style-type: none">• Brand is ubiquitous and

	2008				surrounds us in very day life. <ul style="list-style-type: none"> • Key aspect of marketing strategy is to manage brand.
3.	Mukherjee, K.Panda and Swar.B.N 2014	India	Conducted from 260 shoppers on 16 variables	Indian journal of marketing	<ul style="list-style-type: none"> • Companies direct their effort to build brands and increase loyalty and trust of customer. • brand trust in India is influenced by four factors - Customer Commitment, Reliability, Reputation, and Retail Environment
4.	Domadenik .P, Prasnikar, j &seveknar J 2001	Ljubljana	Conducted form 130 big and middle sized company between 1996-98	University of Ljubljana, working paper	<ul style="list-style-type: none"> • Important percentage of firms overall marketing budget is spent on brand building and brand management activities.
5	Keller, Kelvin lane 1999	USA	Review	California Management Review	<ul style="list-style-type: none"> • Rebranding strategies are a part of repositioning without destroying existing brand loyalty
6.	Laurent Muzellec Mary Lambkin 2006	Ireland	Conducted from 166 rebranded companies	European Journal of Marketing	<ul style="list-style-type: none"> • decision to rebrand is most often provoked by structural changes • change in marketing aesthetics affects brand equity

Methodology

The study is primarily descriptive in nature. Secondary data were collected from articles in leading newspapers, journals and from the internet. This approach is necessary to complete

an accurate assessment to describe events and studies aimed primarily to find out "what is the role of rebranding in marketing,"

Research Gap

Literature review introduces us as the brand becoming a consumer's perception on product and it is one of the key factors in marketing strategy. It further discusses that an older brand which is prominent among the people may need rebranding as a strategy to reposition its customer's brand loyalty. It concludes on how to achieve the rebranding and identifies the research gap and formulating the research question of using it as marketing tool for further analysis.

Objective of the Study

The objective of the study is to put in the picture that rebranding as a marketing process to create a new brand identity for an existing product or company that will cause an effect on the customer and project their image to stay in tune with the customer.

Reasons for Re-Branding that have influence on Marketing

Rebranding and re-launching can take many guises from the complete wholesale change of a company or product, inside and out, including name, culture, values, behaviors, tone, visual collateral and all that entails with no connections to the legacy entity, to something less dramatic and of a more evolutionary nature.

Some of the reasons for rebranding a brand that influence marketing includes the following:

Relevance

Brands need to stay relevant to their target market, to keep up with the times and keep pace with changing customer needs.

Competition

In a fast moving environment with aggressive competition, rebranding may be required to change the offering to the market in order to create a more compelling reason to buy in the minds of the target audience.

Globalization

Sometimes rebranding is required because of globalization where the same product sold across multiple markets is inconsistent or different.

Mergers & Acquisitions

When two entities combine there are typically two unique audiences left to communicate with.

Innovation

Technology is constantly evolving and the rate of change often exponential.

Reposition in:

Taking a brand to a new position is an involved process e.g. **from an economy price fighter to premium position**, and invariably requires a rebrand to signal a change in direction, focus, attitude or strategy to its target market.

Morale & Reputation

If a company brand has demoralized employees or confused customers, then a rebrand may be required. A rebrand in this instance **can improve a brand's competitiveness** by creating a common sense of purpose and unified identity, building staff morale and pride, as well as a way of attracting new customers, enhancing relationships with existing customers and attracting the best talent to the business.

Conclusion

As a conclusion, branding decision has gained growing importance in the last decades because it has an important influence on the company's performance, but in the same time it continues to be one of the major challenges for marketers because of the long-term effects and also due to the fact that resources involved are often huge. Rebranding is also a very difficult decision to make, because in this case the challenge is to rethink the image and the positioning of the brand in a way which will not create confusion in the mind of the customer.

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Assessing the Levels of Health Consciousness and Customer Based Brand Equity in Sri Lanka

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Introduction

Carbonated Soft Drink (CSD) industry is one of the growing industries in Sri Lanka (Pamnani et al. 2004), especially among the educated youth generation. Even though it is important industry, there are, however, few published studies in the Sri Lankan context related to CSD industry, especially among the educated youth generation, and this is the main intention for conducting this empirical study mainly in this sector. Further, CSD industry in Sri Lanka is dominated by three key players namely, Elephant House, Coca Cola and Pepsi Cola (Mendis 2012).

Although CSD industry one of the significant and growing industries across the world and Sri Lanka, nowadays consumers are highly concerned about their health, which is related to the consumption of CSD (Lorinczi, Bacs & Nagy 2009), but what is the degree of youth educated consumers' Health Consciousness (HC) in the CSD industry in Sri Lanka? Previous published researches do not answer this question in the Sri Lankan context. Further, Kemp and Bui (2011) argue that, due to the HC, individuals purchase branded products and therefore, it leads to Customer Based Brand Equity (CBBE). This CBBE performs a vital role in the CSD industry (Waris 2013), but what is the degree of youth educated consumers' perceived evaluation on CBBE in the CSD industry in Sri Lanka? Extant published research does not answer this question.

Literature Review and Conceptual Framework

Health Consciousness

HC of the consumers is becoming a vital factor over the last few decades. Gould (1990) defines HC is an inner status of a person regarding the health.

In fact, consumer's HC towards the consumption of soft drinks (especially CSDs) is increased (Lorinczi et al. 2009), since CSDs consumption has a harmful dietary effect to the human body and it will lead to the risk of obesity, diabetes, cardiovascular disease, and fatty liver disease (e.g., Fung et al. 2009). In addition, Sri Lankan consumers have now rapidly become more HC towards consumption of food and beverage (e.g., Cader 2014). However, there has been no recent systematic data available that is related to the level of HC of consumers in the CSD industry in Sri Lanka, especially among the educated youth

generation. In addition, generally, the HC is high degree in the CSD industry across the world and thus, the researcher assumed that the HC is high degree in the CSD industry in Sri Lanka, especially among the educated youth generation. According to the above argument the first hypothesis has been formulated.

H₁: The degree of youth educated consumers' HC is at a high level in the CSD industry in Sri Lanka.

Consumers purchase branded products since they desire to live a healthier life (Shavitt, Torelli & Wong 2009). Therefore, Kemp and Bui (2011) argue that, due to the HC, the individuals purchase branded products and therefore, it leads to CBBE.

Customer Based Brand Equity

Pappu, Quester & Cooksey (2006) defines CBBE as 'the value consumers associate with a brand, as reflected in the dimensions of brand awareness, brand associations, perceived quality and brand loyalty'.

Waris (2013) implies that CBBE is particularly important to the CSD industry. Though there has been no recent statistics available to show the level of CBBE in the Sri Lankan CSD industry, and Coca Cola, Elephant House and Pepsi Cola have more brand value within the CSD industry in Sri Lanka in 2014 (Brand Finance Lanka 2014), since Kamakura and Russell (1993) affirm that high brand value is vital for and creates high degree of CBBE. Therefore, the researcher assumed that the CBBE is at a high degree in the CSD industry in Sri Lanka, especially among the educated youth generation. According to the above argument the second hypothesis is advanced.

H₂: The degree of youth educated consumers' perceived evaluation on brand equity is at a higher level in the CSD industry in Sri Lanka.

Methodology

Measures and Measurement

HC was measured by 9 items of four sub-dimensions namely, health alertness, health self-consciousness, health involvement and health self-monitoring (Gould 1988 & 1990). Further, CBBE was treated as 14 items of a four dimensional construct encompasses of brand awareness, brand association, perceived quality and brand loyalty (Aaker 1991). In fact, all the items were measured on a five-point Likert scale with anchors of strongly disagree (1) and strongly agree (5).

Sample Selection and Data Collection

Previous CSD related studies considered educated youth generation as target population, especially university undergraduate students (Netemeyer et al. 2004). As consistent with

previous studies, this study also considered educated youth generation studying in Sri Lankan universities (undergraduate students) who has consumed CSDs as target population, using a judgmental sampling method. Accordingly, a total of 381 copies of questionnaires were distributed, and after deleting data with missing values, 338 responses were found usable, yielding an 89% response rate.

Statistical Treatment of Data

This study used one sample t-test at the 0.05 significance level to test the hypotheses H₁ and H₂. In addition, the mean scores of the 5-point Likert scale measurement were adopted from Hair et al. (2006) to test the hypotheses in the one sample t-test statistical analysis (See Table 1).

Table 1: Decision Criteria

Mean value	Decision
Between 1 and 2.49	Low level
Between 2.5 and 3.49	Moderate level
Between 3.5 and 5	High level

Note: Decision criteria were adopted from Hair et al. (2006)

Data analysis and results

Unidimensionality, Reliability and Validity Assessment

The SPSS output for Kaiser-Meyer-Olkin (KMO) test (0.814) and Bartlett's test of Sphericity ($\chi^2=2603.56$, $P<0.000$, $df=253$) were ensured the sampling adequacy and the appropriateness of the factor analysis, respectively. In addition, 338 samples in this study were subject to factor analysis and ranging from 0.657 to 0.895, exceeding the critical level of 0.4 (Bagozzi & Baumgartner 1994) and thus, no necessity for eliminating any items and ensured the acceptable level of unidimensionality. Further, Cronbach's alpha for each dimension ranged from 0.669 to 0.758, exceeding the threshold value of 0.60 (Churchill 1979) and therefore, provided satisfactory reliability for the dimensions. Further, convergent and discriminant validities also established.

Test of hypotheses

H1 and H2 were tested using one sample t-test (See Table 2). The decision criteria in Table 1 were adopted to determine the degree of youth educated consumers' perceived evaluation on HC and CBBE in the CSD industry in Sri Lanka.

Table 2: Results of one Sample t-test

Variable	Assumed mean		Observed mean	t-value		Sig.level	
	LB	UB		LB	UB	LB	UB
	Health consciousness	1		2.5	2.40	39.54	-2.75
Customer based brand equity	2.5	3.5	2.62	4.42	-32.90	0.000	0.000

Note: LB=lower boundary; UB= upper boundary; one sample t-test calculation gathered from SPSS 19 software.

As indicated in the Table 2, significance values of 0.000 for both lower and upper boundaries (i.e., $p < 0.05$) in HC and CBBE shows that there are significance differences between assumed means and observed means. Clearly, the observed mean 2.40 for HC has fallen the low level range of 1-2.5, while observed mean 2.62 for CBBE has fallen the moderate level range of 2.5-3.5. Hence, the degree of youth educated consumers' perceived evaluation on HC and brand equity are in low level and moderate level, respectively in the carbonated industry in Sri Lanka. Notably, the one sample- t-test failed to offer support for H_1 and H_2 .

Discussion and Conclusion

H_1 predicted the degree of youth educated consumers' HC is at a high level in the CSD industry in Sri Lanka. H_1 was not supported. There is a possible explanation for this result. This study considered educated youth generation as target population in Sri Lanka, since this youth generation like to drink more CSD beverages (Cuomo et al. 2009; Suglia, Solnick & Hemenway 2013), and thus, they might less concern their health. However, the HC might have been at a high level, if the target population is selected from the whole Sri Lankan consumers.

H_2 predicted that the degree of youth educated consumers' perceived evaluation on brand equity is at a higher level in the CSD industry in Sri Lanka; however there was no support for H_2 . Even though the results suggested that the degree of youth educated consumers' perceived evaluation on brand equity is at a moderate level in the CSD industry in Sri Lanka, the literature offers strong support for CBBE high level in the CSD industry in various countries (Waris 2013). There is possible reason for this explanation for this result. This study considered educated youth generation as target population, since they might have

considered the brand equity moderate level. The CBBE might have had high level, if the target population was the whole Sri Lankan consumers.

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Important Factors of After Sales Services in Marketing Promotion: Special references to LG Electronics products in Jaffna District

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Introduction

After sales service plays an important role in every business. It generates loyal customers. Most of the manufacturing companies are providing the after sales services to their customers. However, these after sales services are very much essential for the electronics products specifically for the home appliance products. In Sri Lanka, especially in Jaffna district, LG electronics is one of the leading electronics companies in Jaffna district. LG electronics products provides lot of customer services like call center, online support services, spare parts availability, quick repairing, on time services, on lone products for service customers for the repairing period, so on (annual report of Abance (plc)LTD 2012). So, there is a problem to find among this factor which is most important of the after sales services. In accordance with the research problem, the following is the object of this research. To examine the important factor of after sales services in LG electronics, in Jaffna district, the researcher has investigated the stated after sale service elements, the researcher also investigated repair, spare parts supply, warranty services as the types of after sale services offered in the LG electronics in Jaffna district.

Literature Review

After sales service makes sure products and services meet or surpass the expectations of the customers. After sales service is a crucial aspect of sales management and must not be ignored. (Management study guide 2011). According to Kotler (2002), and Rigopoulou, et al. (2008) after-sales services are often referred to as “product support activities”, meaning all activities that support the product-centric transaction. After sales service refers to various processes which make sure customers are satisfied with the products and services of the organization. According to Adrian, et al. (1995) cited in Shaharudin et. al. 2009)) in today’s marketing environment, an increasingly important source of competitive advantage is the way we serve customers. According to Kotler (2002 cited in Shaharudin et. al.2009), According to Rigopoulou, et al. (2008) after-sales services are often referred to as “product support activities”, meaning all activities that support the product-centric transaction according to, Goffin (1999) stated installation, user training, documentation, maintenance and repair, online support, warranty and upgrades as an element of after sale service. Most

companies incorporate maintenance, repair, online service, warranty, training etc... as an element of after sale service.

Research Methodology

This research was carried out as a survey study. This study was conducted on LG electronics products in Jaffna district. Researcher was concerned LG electronics product users in Jaffna district. Researcher selected research sample of 150 customers of LG electronics products in Jaffna district. Primary data were collected by using questionnaire. Questionnaires were adopted from another researcher, and issued on the basis of convenience sampling method. These samples were observed within three months. In the research process to analyze the collected data the researcher uses the Statistical Package for Social Science (SPSS Version 16.0) for data preparation. Data statistics were used to get the results. The researcher used following techniques to analyze data. Using EFA (explorative factor Analysis),

Data Analysis and Findings

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.632
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df
	Sig.
	181.024
	36
	.000

In this section, the researcher used statistical package for social science (SPSS 16.0) for exploratory factor analysis (EFA) researcher applied EFA to evaluate the important criteria in the after sales services. Prior to the extraction of the factors, several tests were be used to assess the suitability the respondent data for factor analysis. These tests include Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, and Bartlett's Test of Sphericity. The KMO index, in particular, is recommended when the cases to variable ratio are less than 1:5. The KMO index ranges from 0 to 1, with 0.632 considered suitable for factor analysis. The Bartlett's Test of Sphericity should be significant ($p < .05$) for factor analysis

The aim of this is to simplify the factor structure of a group of items, or in other words, high item loadings on one factor and smaller item loadings on the remaining factor solutions.

There are numerous ways to extract factors: Principal Axis Factoring

Table 2: Results of Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.149	23.879	23.879	2.149	23.879	23.879	2.142	23.802	23.802
2	1.671	18.563	42.442	1.671	18.563	42.442	1.580	17.556	41.358
3	1.342	14.908	57.350	1.342	14.908	57.350	1.439	15.992	57.350
4	.854	9.491	66.841						
5	.789	8.763	75.605						
6	.653	7.259	82.864						
7	.578	6.419	89.283						
8	.486	5.395	94.678						
9	.479	5.322	100.000						

Extraction Method: Principal Component Analysis.

Explained variance 3 factors explain 57.350% of the variance in the 9 after sales services items. Eigen values (EVs). Each factor has an Eigen value (EV) which indicates the amount of overall variance that each factor is able to account for. EVs for successive factors have lower values. Eigen values over 1 are 'stable' (Kaiser's criterion). EVs can also be expressed as %. The total of all EVs is the number of variables. (Each variable contributes a variance of one.). Explained variance The EVs ranged between 2.141 and 0.479. Two factors satisfy Kaiser's criterion (EVs > 1) but the third EV is 1.34 (and turns out to be a useful factor). There is a drop to the 4th factor's EV.

Table 3: Results of Varimax Rotation

	Factor		
	1	2	3
Solve the problem	.608		
Time it takes for maintenance	.767		
Price of maintenance	.800		
Overall maintenance service	.702		
Access of spare parts in store			.762
On time supply			.829
Clearness of information		.711	
Length of warranty service		.789	
Overall warranty service		.640	

Factor indicates the relative importance of each item to each factor. A factor matrix shows variables in rows and factors in columns. Factors are weighted combinations of variables. Rotation components matrix, the first component is most correlated with price of

maintenance and repairing in after sales services in marketing communication. Price of Maintenance and repairing is a better representative, however, because it is high correlated with the other two components. The second component is most highly correlated with warranty services. Inhere length of warranty service is correlated with this other to components. The third component is most highly correlated with on time spare parts supply. This suggests that you can focus on of Maintenance and repairing, length of warranty service, and on time spare parts supply in further analyses, but you can do even better by saving component scores.

Conclusion and Recommendations

According to EFA analysis, we found the important factor for the LG electronics after sales services in marketing promotion, that is maintenance and repairing services, and also online telephone services, warranty services, spare parts supply are important. The organization could consider this important factor to improve their after Sales services. Compared to other factors the most important factor is spare parts supply, but the other factors are also important.

According to the findings of the research, the recommendations as follows:

When considering about overall after sales services factors, the important factor is Maintenance and repairing, length of warranty service, and on time spare parts supply of LG electronics in Jaffna district. LG electronics need to put higher effort on providing after sales services to its customers.

In the case of spare parts supply, online / telephone service and warranty services are important criteria but not most important. So they should put higher effort to above factors to create most important then only all are lead to company success.

Finally, the researcher wants to recommend to those researchers who have an interest in after sale service to conduct a study on after sale and it's important to competitive advantage of Electronics or any other product or services because after sale service is essential for customer to get service after they purchase the product as well as for the sellers as one means of customer loyalty, repeat purchase and profitability.

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Needs, Problems and Future of Online Shopping In India

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Introduction

The phenomena that world is fast shrinking into a Global Village because of Internet and other communication mediums is not completely reflective in the Indian context. Internet has brought nearly the entire world just a click away from us. The retail industry canvass has been repainted by Internet and the rules of the game in retailing are fast changing. The western culture has affected each and every aspect of our Indian society. The life is becoming fast not only in the metros but also in the normal cities. The number of nuclear families is increasing and both husband and wife are working, as they have less time to go to the market for purchasing every now and then. Some other reasons like these, say shortage of time, traffic jams, late working hours, versatility of plastic money and above all the approach of internet at the door step of whosoever desires it. Online retailers have improved their service and are providing more and more convenience to the customers. From advance payment options they moved on to payment on delivery. From fixed delivery timings they have moved on to convenient delivery timings at the choice of the customer. India has opened the doors for foreign direct investment in retail.

Literature Review

Arun Thamizhvanan (2013) research established that impulse purchase orientation, prior online purchase experience and online trust have significant impact on the customer purchase intentions. In India Males are found to have more intention to shop online than females. Sultan and Dahiya Richa (2012) gender impacts frequency of on-line shopping positively and Family Size impacts overall spend on on-line shopping. It is also evident that the respondents have perceived online shopping in a positive manner. This clearly justifies the project growth of online shopping in the country. Vijay, Sai, T & Balaji, MS (2009), revealed that Consumers, all over the world, are increasingly shifting from the crowded stores to the one-click online shopping format. However, in spite of the convenience offered, online shopping is far from being the most preferred form of shopping in India. A survey among 150 internet users, including both users and non-users of online shopping, was carried out to understand why some purchase online while others do not. The results suggested that convenience and saving of time drive Indian consumers to shop online; while

security and privacy concerns dissuade them from doing so. The work of Kim and Park (2005) using U.S. samples suggests that their positive attitudes as well as willingness to search for pre-purchase information leads to a strong likelihood that they will buy online. Online shoppers are required to have computer skills in order to use the Internet for shopping. Hence, those who are not comfortable with using the computer, will likely do their shopping at the traditional store, modern shop, or discount store because it will be faster shopping there than in the Internet shop.

Methodology

The paper made exploratory research on the need, Problems, influencing factors and future of online shopping. This study based on the research results of influencing factors of consumer behavior made by domestic and foreign scholars, analyzed and comprised consumer behavior under the condition of tradition and Internet, then putted forward the influencing factors of online shopping in India.

Need for Online Shopping

Few developments have altered India's lifestyle more quickly and more completely than the Internet. The Internet's largest and most meaningful impact may very well be on the way consumers shop for everything from gifts, gadgets and groceries to clothing, cars, and cruises.

The ease and selection that the Internet provides to shoppers has changed the face of retailing. More and more, consumers visit a store's Web site to make their choices before traveling to the store itself; and in a rapidly swelling tide, many shoppers are bypassing the store altogether and ordering online directly from the Web sites of their favorite brands and outlets.

Because online stores are open 24 hours a day, seven days a week, and their inventories are often more complete than those of their brick-and-mortar counterparts, the Internet makes it easy for shoppers to compare products within or between stores, to read product reviews from other customers, to access vendor return policies and to find warranty information.

Table 1: Influencing Factors of Online Shopping

S.no	Influencing factors	Online Shopping
1.	Retailer	Website visibility, Online shops credibility, information comparison.
2.	Service factor	Payment Security, privacy
3.	Environmental factors	Website interface
4.	Purchasing Motivation	Convenient time
5.	Personal Factors	Education level, the experience of Network

Problems in Internet Shopping

1. Receiving wrong products
2. Return Policy
3. Hidden charges (delivery charges, postage and handling charges)
4. Damaging products in transit
5. Delay in delivery of products
6. Failing to receive the products
7. Lack of customer support
8. Concerns while buying from foreign companies (if listed in different currency)

Future of Internet Shopping

People use the Internet to shop online for mobile phones, laptops and other consumer goods. If the Internet is anything to go by, India's technological and economic growth has moved into the top gear. With more India's online shopping registering a phenomenal 100 per cent annual growth, many retail chains and consumer durable companies are joining the Web bandwagon to tap the shopping market. The online shopping industry in India is fast catching on, not just in the larger metros but also in the smaller cities. At present, the market is estimated at Rs.46,000 crore and is growing at 100 per cent per year. According to Google, India have more than 100 million Internet users, out of which around half opt for online purchases and the number is growing every year. With such a large market size, companies, right from retail shops to consumer goods, are entering the Web space to attract potential customers. Even traditional retailers like Shoppers Stop, Westside and Pantaloons are looking at the online shopping space for growth. According to the Associated Chambers of Commerce and Industry of India (Assocham), the size of the online retail industry is expected to touch Rs.7,000 crore by 2015, up from Rs.2,000 crore now, at an annual growth rate of 35 per cent. According to industry leaders, portals offering daily deals and discount offers with good delivery services attract the largest number of online shoppers.

Conclusion

In the next 5 years, online retailing in India will strengthen even further. However, long-standing sustainability direct depends on factors like changes in the market, innovations and interactivity by market players. Owing to increased penetration of credit cards and easy access of computing facilities to a wider population, Internet retailing in India has witnessed a promising growth. Consumers in the country can now truly expect a well streamlined, efficient and world-class shopping experience supported by the best technology.

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Impact of Website Quality on Online Shopping Behaviour

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Introduction

The world business activities are now moving very fast because of the information technology, the internet has changed the way people shop and day-to-day lives. Online shopping consumers do not physically go to the shop; they visit the company website to conduct the purchasing activities. Websites need to create attractively to provide service to the consumer; therefore, website quality is an important factor to increase the visit of the site. Website design, website reliability/fulfillment, website customer service and website security/privacy are the most attractive features which influence the perception of the consumer of online buying (Shergill & Chen 2005). Website quality, design, features, and contents are important parts to create attractive website to increase the online shopping. Therefore, this research attempts to investigate what extend WQ impact on the OSB among the social media users, the specific research question of this study is:

“Does website quality influence online shopping behaviour of social media user?”

There is a lack of literature in Sri Lanka to examine the impact between WQ and OSB. Thus, there exists a clear empirical gap with respect of the influences of WQ on OSB within the context of social media users. This empirical gap becomes a problem to companies who are changing their business activities traditional to online. They want to know whether this WQ is successfully impact on OSB.

Literature Review

As (Forsythe and Shi, 2003) explains” Internet shopping has become the fastest growing use of the Internet; most online consumers, however, use information gathered online to make purchases off-line”. All of the business and transaction activities are now handled online. Although, purchasing online is still a small part of Internet usage, most analysts expect it will increase dramatically when consumers feel convinced and secure about their purchases and protection of their privacy (Norbayah Mohd Suki 2013).

Website qualities are weight content of the web page that consumer easy to find their need information and do the business activities. Song and Zahedi (2001) classify WQ elements into five categories according to their purpose: for promotion, service, informational influence, self-efficacy, and resources facilitation. Hygiene factors cause the customers consider website functional and serviceable, and whose absence causes user dissatisfaction.

Liang and Lai (2000) review WQ factors influencing Internet buying behavior by categorizing them into three groups, two of them are also named motivators and hygiene factors, and third media richness factors.

Overall, the measures employed to value WQ by the researchers include the websites' information content, information presentation, interaction between customers and vendors, navigation, searching mechanism, security, site technical feature, media richness, and so forth (Zhang & von Dran 2000, 2001a, 2001b; Grandon & Ranganathan 2001; Cho et al. 2001; Kim et al. 2001; Lohse and Spiller 1998; Koufaris et al. 2002; Ho and Wu 1999) In summary, a variety of factors related to WQ have been demonstrated to significantly influence consumers' OSB and attitudes. Better WQ can guide the consumer's complete transactions smoothly and attract them to revisit this Internet store. In contrast, worse quality would hinder their online shopping moves.

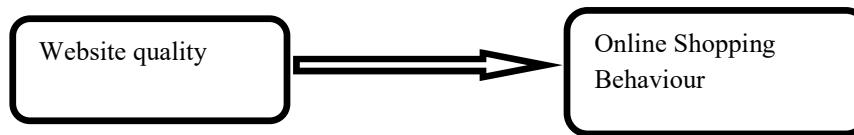
Methodology

The type of research is deductive and variables are measured with quantitative analysis. The structured questionnaires with closed statements measured with Likert's scale (1-5 as strongly agree, agree, neutral, disagree, strongly disagree respectively), based on result from face book respondents. Among 500 friends, about hundred twenty (120) friends have been identified using convenient sampling technique (See Table 1). A web-designed questionnaire was designed for this research purpose by using "Google drive" a web link, which can be open in all internet operating systems such as internet explorer, Google chrome, Firefox, and Mac OS, etc. Primary data were collected for analyses both dependent and independent variables by based an on-line survey utilizing a structured questionnaire in a web page format posted in the "wall" of Social Media's which can be sent to all friends of us. Among 500 friends, about hundred twenty (120) friends have been responded to the uploaded questionnaire within the required time frame.

Table 1: Sampling Framework

Study Setting	All social media users
Unit of Analysis	Social media respondents
Sample Size	Hundred Twenty (120) customers
Sample Method	Convenient Sampling Technique

Conceptual Framework



This study is taken into account about how the Website quality impacts over the Online Shopping Behaviour. Regarding this study, the hypothesis statement constructed as such is given below.

The hypothesis statement regarding this study is

H₁: DMCT significantly impact on CBA

Results and Discussion

Level of Independent Variable and its Dimensions

Based on the literature review, WQ was evaluated with three dimensions: Website layout, convenience, information. WQ as an independent variable has high level attribute of OSB (Mean $X_1 = 3.825$). In addition, most of the respondents expressed generally a common opinion regarding the variable of WQ concepts (Standard deviation = 0.641). With individual analysis, it is also noted that about all respondents in this study have high level attribute for the WQ.

Specifically, all dimensions of WQ have high level attributes in relation to their mean values (mean values of Website layout $X_{1.1} = 4.000$, convenience $X_{1.2} = 3.742$ and information $X_{1.3} = 3.725$). Among these dimensions, Website layout is comparatively higher than other dimensions that contribute to WQ.

Level of Dependent Variable and its Dimensions

The OSB is assessed with three dimensions: attitude, intention, and actual behaviour. OSB as an independent variable has high level attribute (Mean $X_1 = 3.903$). And common opinion regarding the variable of OSB concepts (Standard deviation = 0.689). With individual analysis, it is also noted that about all respondents in this study have high level attribute for the OSB.

Indicatively, all dimensions of OSB have high level attributes of respondents in relation to their mean values (mean values of attitude $X_{2.1} = 3.87$, intention $X_{2.2} = 3.82$, and actual behaviour $X_{2.3} = 4.025$). Among these dimensions, actual behaviour of OSB has comparatively high value of mean than other dimensions in contribution to OSB.

The Relationship and Impact of WQ on OSB

The correlation analysis is initially carried out to explore the linear relationship of WQ with OSB, if it exists. Results indicate that there is statistically linear significant and positive

relationship ($r = 0.582$, $p < 0.01$) between WQ and OSB. Thereby, accept the Hypothesis 1 H1 – i.e., WQ significantly influences on OSB. The coefficient of determination (r^2) was 33.9% at the 1% level and (adjusted r^2) show the 0.333. This implies that 33.9 percent of the dependent variable are explained by this independent variable. Only 33.9 % of the OSB is explained by this WQ.

Conclusion and Recommendation

This study considers WQ as independent variable and OSB as the dependent variable. While these variables individually have high level attributes of the respondents, the Pearson's Correlation analysis explores a strong positive linear relationship between WQ and OSB. The correlation coefficient (r^2) was 30.9% at the 1% level. This implies that OSB can be predicted with WQ. According to (Grandon & Ranganathan 2001), and (Lohse & Spiller 1998) WQ can have positive effect on OSB. Our study also has the same positive effect of WQ on OSB. Which mean WQ has slight positive impact on OSB.

Based on conclusion, some suggestions are put forward to marketers who are going to enter in the online business activities. Regarding conclusion, the WQ also impact the OSB, therefore, the website creation is also a tool to increase the revenue, Good WQ requires in-depth knowledge of its organization and a solid plan of how it can be used to achieve business goals. And second one website contents, feature, and full of information turn customer to the organization sites.

Implications: Considering the limited time and scope of this research, many theories related to the subject were covered but in a rather general perspective so as to provide a big picture for the readers. This study focuses on one independent variable WQ to explain OSB and to explore the relationship between them. However, it is explicit that there may be other variable(s) to be considered to explain the variation of OSB. Future studies can be devised to identify those additional variable(s) and dimension(s) for explaining the consumer's OSB. Therefore, if further research could be conducted, then an in-depth survey should be carried out in tackling the research objective.

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Enhancing Brand Preference through Corporate Social Responsibility (CSR) Initiatives: A Study on the Ceylon Cold Stores (CCS) PLC

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Introduction

There are many theories available on Corporate Social Responsibility and brand equity. Also many researchers have done their study on the importance of CSR and the ways that companies are exploiting their CSR reputation in order to achieve their strategic objectives and also to successfully survive in their market and to protect their market share, where the competition is intense and the global players are seeking for newest strategies and tools like CSR and Social media marketing, spending significant amount of funds from their annual budgets.

Research Question

What is the efficiency of the Ceylon Cold Stores PLC's commitment, type and transparency of CSR in enhancing brand preference?

Research Objective

The primary objective of this study is to identify the CSR initiatives something called commitment to CSR, type of CSR activity and transparency level CSR efforts of Ceylon Cold Stores PLC in enhancing its brand preference.

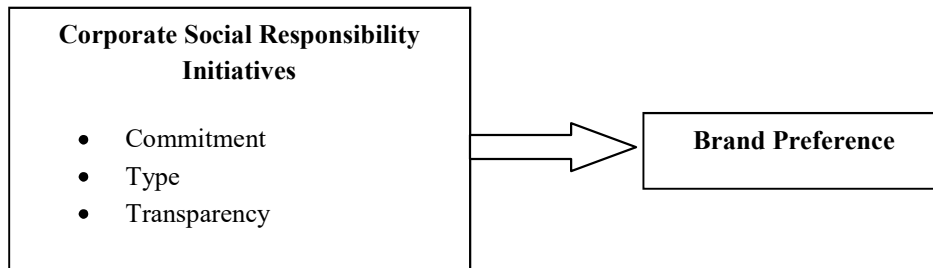
Literature Review

Kotler and Lee (2005) defined CSR as 'it is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources'. Pirsch, Gupta and Landreth (2007), divided a firm's CSR efforts into two categories based on the degree of commitment the firm had towards its CSR activities. Those are institutional approach and promotional approach. Institutionalized approach is a long-term commitment to CSR across different operating activities of the firm at the other hand promotional approach is short term oriented actions which aims on promotions. Transparency is described as the degree to which stakeholders have access to corporate information and information related to CSR activities (Pederson & Neergaard 2006).

Finally, the Brand preference is a measure of brand loyalty in which a consumer will choose a particular brand in presence of competing brands; it is a relative preference for choosing and using the brand (Chomvilailuk & Butcher 2010).

Methodology

Conceptual Framework



Hypotheses

Based on the literature review followed by research questions, following hypotheses have been developed in this study;

- H_0 : Firm's CSR initiatives will not have an effect on brand preference of CCS.
- H_{1a} : Firm's commitment to CSR will have an effect on brand preference of CCS.
- H_{1b} : The type of CSR programme will have an effect on brand preference of CCS.
- H_{1c} : The CSR programme's transparency will have an effect on brand preference of CCS.

Research Design

To keep the study simple and towards the right conclusion, simple random sampling, the sampling technique which results in an unbiased representation of a group along with traffic intercept approach is chosen, since it minimizes classification error and biasness. The study was conducted among 25 customers each from the four randomly selected municipal areas of Colombo Municipal Council which were Wellawatte, Bambalapitiya, Kollupitiya and Kottahena. These are the prominent and greater traffic areas in Colombo where we could easily find many HoReCas and easily intermingle with consumers.

A questionnaire was used to collect necessary data for this research. A 5 scale Likert questionnaire was designed with twenty-three statements under four vignettes. The written vignettes used as stimulus materials and were developed from the real world CSR practices of Ceylon Cold Stores PLC. Commitment to CSR, type of CSR and CSR transparency will be the three independent variables which are to be the subjects of the vignettes to the respondents of the study. The collected data from questionnaires has been analysed through using Statistical Packages for Social Sciences.

Data Analysis

Table 1: Correlation Analysis

	Corporate Social Responsibility	Commitment	Type	Transparency
Significance (P value)	0	0	0	0
Correlation	0.965	0.95	0.941	0.959

Source: Survey Data

The research study of “Enhancing brand preference through CSR Initiatives – A study on Ceylon Cold Stores PLC” was originated with a null hypothesis stating “firm’s CSR initiatives will not have an effect on brand preference”. The analysis (Pearson correlation coefficient) done, the null hypothesis is rejected and the respective sub hypotheses were accepted as the significance (P value) of CSR initiatives and the brand preference is 0.000, it is good enough to reject the null hypothesis and accept the sub hypotheses where the P value is less than 0.05. Further, the Correlation in-between CSR initiatives and brand preference collectively and individually is greater than 0.9 also indicates a strong positive relationship.

Discussion and Conclusion

Regression analysis was done during the research study illustrates, when the Ceylon Cold Stores PLC increase their commitment to CSR, type of CSR and transparency of CSR by one unit the brand preference will increase by 0.925, 1.092 and 0.917 unit respectively. The regression value of 0.925 depicts, if the firm’s commitment towards CSR increased by one unit the brand preference will enhance by 0.925 units, while other variables remain constant. Then the regression value of 1.092 delineates, if the firm’s type of CSR increased by one unit the brand preference will improve by 1.092 units, while other variables remain constant. Finally the regression value of 0.917 outlines, if the firm’s transparency of CSR increased by one unit the brand preference will elevate by 0.917 units, while other variables remain constant.

The R² value derived during this research study depicts 90.2%, 88.6% and 92% of impact that is being generated by commitment, type and transparency of CSR initiatives respectively. The above stated R² value portrays how much of total variation in the dependent variable, brand preference can be explained by the independent variables commitment to CSR, type of CSR activity, and the level of transparency inclined with CSR initiatives.

Table 2: Summary of R²

R ²					
Commitment		Type		Transparency	
90.20%		88.60		92%	
Institutional	Promotional	Community Interest	Self Interest	High	Low
40.30%	4.30%	42.50%	29.20%	31.20%	35.30%

Source: Survey Data

Conclusion

Overall result of the study is, CSR initiatives help to enhance the brand preference. Even though the general conclusion is CSR initiatives enhance the brand preference, as mentioned in the findings, the influence of CSR initiatives on brand preference differs among the variables. Since the study is conducted on the Ceylon Cold Stores PLC, the multinational corporation which operates in the food and beverages sector, the customers are giving increased attention on how those Ceylon Cold Stores PLC products and services are getting produced and delivered, hence those products have a direct impact over their health.

In this circumstance, the customers prefer the products of Ceylon Cold Stores PLC as they are incorporating the CSR practices within their policies and practices on a daily basis as well as implementing certain societal projects with the concern of the society.

However, this research study has been done in manufacturing sector, and here all three CSR initiatives play an equal part in creating brand preference on the basis of CSR, as the Ceylon Cold Stores PLC's products and services are incorporated with both tangible and intangible aspects.

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The Impact of Marketing Mix Elements on Customer-Based Brand Equity: Special Reference to Licensed Commercial Banks in Sri Lanka

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Introduction

Brand equity plays a strategic role in an organization and importance in gaining competitive advantage and it has an impact in the strategic management decisions. Further, brand equity is the added value to products and services (Kotler 2007). In the value added perspective, brand is considered a mechanism for achieving competitive advantage for firms, through differentiation. Furthermore strong brand equity improves perception of the product performance and larger margins, generates greater loyalty, reduces the vulnerability to competitive marketing actions as well as to marketing crises, increases marketing communication effectiveness, and creates the opportunity to additional brand extensions (Kotler 2007). Thus organizations can use the brand equity as a powerful tool to create a sustainable competitive advantage and to compete effectively than competitors.

Despite tremendous interest in brand equity, little conceptual development or empirical research has addressed the marketing activities to build brand equity (Barwise 1993). Yoo et al. (2000) also investigates the relationships between the selected marketing mix elements and the creation of brand equity. Based on that, this study explores how marketing mix elements impact on customer based brand equity in licensed commercial banks, Sri Lanka.

Research Problem

Is there any impact of marketing mix elements on customer based brand equity in licensed commercial banks, Sri Lanka?

Research Objective

To find out the impact of marketing mix elements on customer based brand equity in licensed commercial banks, Sri Lanka.

Literature Review

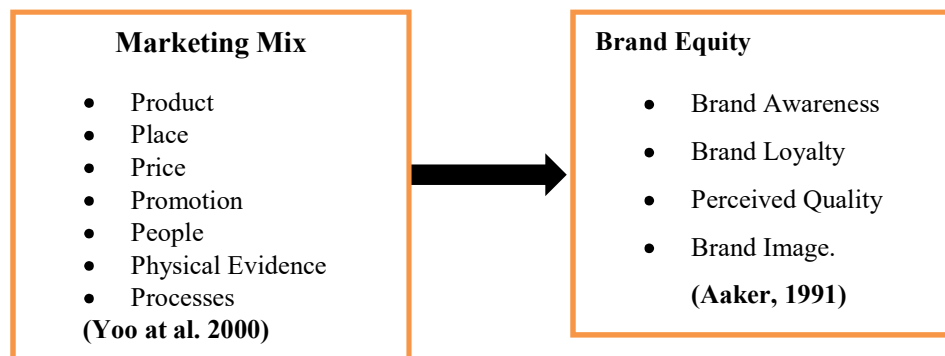
Several researches explain the relationship between the marketing mix elements and the brand equity. In that manner, Yoo et al. (2000) explore that how brand equity can be created by certain marketing mix elements. Further, this study outlines a conceptual framework describing the relationship between the various dimensions of brand equity and marketing mix elements. Specifically, these dimensions are brand loyalty, perceived quality, brand image and brand awareness.

Later Rajh and Dosen (2009) found how various marketing mix elements affect the service brand equity. This study has greatest value in its reports of how different elements have different effects on service brand equity, and by showing how essential it is to develop in approaching the development of service brand in a strategic manner.

Further, Akroush and Al-Dmour (2006) selected seventeen commercial banks to investigate the relationship between the branding benefits and brand-building factors within commercial banks operating in Jordan. This study found that there is a strong and positive correlation between the brand building factors and the overall brand benefits.

Conceptual Framework

Based on the above literature the following conceptual model is developed.



Hypothesis

H₁: There is a positive impact of Marketing Mix elements on Brand Equity in Licensed commercial banks in Sri Lanka.

Methodology

Quantitative methodology has been applied and questionnaire was used to collect the data. Among the 22 licensed commercial banks (Central bank of Sri Lanka 2009), this study restricted to local banks in Colombo district, as a result two public banks and nine private banks come under the local commercial banks in Sri Lanka. In that way, customers of the 11 commercial banks could be considered as the population of this study. 1000 (100X10) household customers were selected from 100 licensed commercial banks based on the quota sampling method. Before the final data collection pilot study was undertaken.

Prior to data analysis, data purification process was conducted to ensure suitability of measures (Churchil 1979). For ensuring the reliability of scale, Cronbach's alpha is computed. According to Nunnally (1978) the alpha of a scale should be greater than 0.70. Results of the study show that the scales are sufficiently reliable for the present study

context. Finally, multiple regression analysis used to analyze the data and test the hypothesis.

Table1: Results and Discussions

Hypotheses	Independent variable	Dependent variable	β	Sig.	Adjusted R ²
H1a	Constant Product	BE	0.850	0.000	0.723
Hb	Constant Place	BE	0.840	0.000	0.706
Hc	Constant Price	BE	0.720	0.000	0.518
Hd	Constant Promotion	BE	0.755	0.001	0.569
He	Constant People	BE	0.472	0.002	0.222
Hf	Constant Physical Evidence	BE	0.578	0.000	0.334
Hg	Constant Processes	BE	0.378	0.000	0.214
H1	Constant Product Place Price Promotion People Physical Evidence Processes	BE	0.779 0.607 0.329 0.152 0.120 0.112 0.157	0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.817

Source: Survey data

According to the above table, there is a positive impact of marketing mix elements on brand equity in Sri Lankan Licensed Commercial Banks -, the fitted model encountered that the Marketing mix elements have strong positive effects on the brand equity. That means marketing mix elements have 81.7% of the impact on brand equity. These predictions had been significant at the P-value of less than 5% ($p < 0.05$) and the regressed model

satisfactorily fits to the data and the predictability power of the fitted model was high and residuals also followed a normal distribution.

Conclusion and Recommendations

The ultimate objective of the research is to examine the impact of marketing mix elements on brand equity in Sri Lankan Licensed commercial banks. The regression result shows that there is a strong positive impact of marketing mix elements on brand equity. It means that the marketing mix elements has strong positive effects on the brand equity in Sri Lankan licensed commercial banks and 81.7% of the changes in marketing mix elements are explained by Brand equity in Sri Lankan LCBs. These findings are in the line with Yoo et al. (2000), Rajh and Dosen (2009) and Akroush and Al-Dmour (2006) who stated that there is a relationship between the marketing mix elements and brand equity. Based on that, the hypothesis (H1a) has been accepted.

During this study, the researcher encountered the following recommendations. This research has only been confined to the LCBs. Therefore, the same research can be extended to other service sectors such as foreign banks, insurance sectors etc. Furthermore, this research has been undertaken in different perspective in different context (B2B) context. Moreover the influence of moderating and mediating variables between Marketing mixes elements and brand equity can be studied in future. The findings provide insights into how marketing mix activities may be controlled to generate and manage the brand equity. This study provides a good starting point for further researches on the linkage between marketing mix activities and brand equity in other Sri Lankan context.

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Customers' Perceptions and Awareness on Internet Banking Usages with Smart Mobile Phones: Special Reference to Banks in Batticaloa District

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Introduction

The world is changing at a staggering rate and technology is considered to be the key driver for these changes around us. An analysis of technology and its uses show that it has permeated in almost every aspect of our life. Many activities are handled electronically due to the acceptance of information technology at home as well as at workplace. Slowly but steadily, now a days information technology plays a vital role in banking sector. Day by day there is an increasing change in technology world. It leads to improve internet banking services of various banks.

Recently, developments in information technology and the subsequent evolution of internet banking have changed the ways in which banks implement their business and consumers conduct their everyday banking activities. (Eriksson, Kerem, & Nilsson 2008). Internet banking enables customers to conduct a wide range of banking transactions electronically through the bank's website anytime and anywhere. However, consumers have shown reluctance to complete simple online transactions due to security concerns and perceived risk, which is posited as a critical obstacle to consumer acceptance of Internet banking (AlGhamdi, Drew & Al-Ghaith 2011).

As customers become more sophisticated, it becomes imperative for banks to consider the use of technology to respond to their continuously changing requirements. But current scenario in Batticaloa shows that pace at which technology in Internet banking proceeds doesn't match with the customers' usage rate. Even though banks are more interested in adopting new technology to differentiate themselves in competitive market, they are not getting expected return for their investment. So is this the fault at the end of the technology or consumers' perception or they have awareness.

In case of Banking industries, State and Private Banks widely introduced Internet banking use with smart phone in Sri Lanka context especially in Batticaloa district, Bankers have to understand whether Customer's Perception and Awareness efficiently impact the Internet banking usages with smart mobile phones. Therefore this study examines how Customer's

Perception and Customer's Awareness influences Internet Banking use with Smart mobile phone.

The specific research question is:

"Does Customer's Perception and Awareness influence on Internet banking usages with Smart Mobile Phones Batticaloa District?"

Literature Review

Internet banking and mobile banking are both electronic banking (Sripalawat, Thongmak, & Ngramyarn 2011). However, they differ in the channels to be used in delivering the services to customers (Scornavacca & Hoehle 2007). Thus, customers using Internet banking are using computers that are connected to Internet, while customers using mobile banking are using wireless devices to do transactions (Riquelme & Rios 2010).

Smart phones have become an especially useful platform to easily access banking services. These banking activities may include: retrieving an account balance, transferring money between a user's accounts, and making a payment. However, compared to regular Internet banking using a personal computer, the adoption of a smart phone for Internet banking might be more vulnerable with regard to security since the development of the smart phone has been driven by market demand, focusing on new features such as attractive design and ease of use (Landman 2010).

Methodology

The type of research is deductive and variables are measured with quantitative analysis. Primary data are collected through structured questionnaires with closed statements measured with Likert's scale (1-5 as strongly disagree, disagree, marginal, agree and strongly agree, respectively), All the questionnaires were distributed among the respondents in the defined areas personally by the researcher. A total of 230 questionnaires were distributed to respondents in Batticaloa whereby 205 responses were returned representing 89 percent response rate within the required time frame and respondents have been identified using convenient sampling technique. The data was collected in the period of 3 weeks and then responses were fed into the Statistical Package for Social Sciences (SPSS) version 19.0 for analysis and evaluation. Central tendency, Correlation and regression analysis have been used to examine the problem.

Table 1: Sampling Framework

Study Setting	Customers in Batticaloa
Unit of Analysis	Customers in Batticaloa Divisional Secretariat Division
Sample Size	Two Hundred and five (205) Respondents
Sample Method	Convenient Sampling Technique

Results and Discussion

Independent Variable and its Dimensions

Awareness is evaluated with four indicators (through questionnaire). Awareness as an independent variable has high level attribute of the customers (Mean = 4.29 and see Table2). In addition, most of the customers expressed generally a common opinion regarding the variable of Awareness (Standard deviation = 0.45). With individual analysis, it is also noted that about all customers in this study have high level attribute for the Awareness.

Perception is evaluated with two dimensions: Usability (Perceived ease of use and Perceived usefulness) and Security. Perception another independent variable has high level attribute of the customers (Mean = 3.63and see Table2). In addition, most of the customers expressed generally a common opinion regarding the variable of Perception (Standard deviation = 0.31). With individual analysis, it is also noted that about all customers in this study have high level attribute for the Perception.

Security dimension has low level of attribute of customers (Mean = 2.31). In addition, most of the customers expressed generally a common opinion regarding the variable of Perception (Standard deviation = 0.31). It is also noted that about all customers in this study have low level attribute for the Security concern.

Table 2: Overall Measures of Independent Variable

Description	CA	CP
Mean	4.2890	3.626693770
Standard Deviation (SD)	0.45205	0.3055709581
Decision Attribute	High Level	High Level

(Source: Survey Data)

Dependent Variable and Its Dimensions

The usage is assessed with two indicators. (The dependent variable usage has moderate level attribute of the customers (Mean = 3.21 and see Table 3). Notably, most of the customers expressed the common opinion regarding the variable of Usage (Standard deviation =0.90).

With individual analysis, it is also noted that all customers have moderate level attribute for Usage of internet banking.

Table 3: Overall Measures of Dependent usage

Description	IBU
Mean	3.212
Standard Deviation (SD)	0.9021
Decision Attribute	Moderate Level

(Source: Survey Data)

The Relationship between Awareness and Perception with Usage

The correlation analysis is initially carried out to explore the linear relationship of Awareness with Usage. Results indicate that there is statistically linear significant and positive relationship ($R=0.539$, $p < 0.01$) between Awareness and Usage (see Table 4).

Moreover, the correlation analysis is carried out to explore the linear relationship of Perception with Usage. Results indicate that there is statistically linear significant and positive relationship ($R=0.424$, $p < 0.01$) between Awareness and Usage (see Table 4). Thereby, The Awareness and Perception has significant relationship on usage.

Table 4: Correlation between Awareness and Perception and Usage

	CA	CP
Pearson Correlation: r	0.539**	0.424**
Sig. (2-tailed)	0.000	0.000

(Source: Survey Data) **. Correlation is significant at the 0.01 level (2-tailed)

Regression Analysis

The model indicates that about (Adjusted R^2) 30.8% variation of Internet bank use with smart mobile phone (see Table 5) can be explained by Awareness and perception. And other 69.2% can be explained by other variables. Moreover, it is concluded that the Awareness and perception can have the influence on Usage of Internet Banking with Smart Mobile Phone.

Table 5: Regression Analysis

R Square	Adjusted R Square
0.308	0.301

Conclusion

This study considers CA and CP as the independent variables and IBU as the dependent variable. While these variables individually have high level and Moderate level attributes of the customers, the Pearson's Correlation analysis explores a positive significant linear

relationship between CA and CP with IBU. The coefficient of determination (R^2) was 30.8% at the 1% level. This implies that IBU can be predicted with CA and CP.

According to Sandhya Ragaur (2014), consumer awareness has significant impact on entreat to use in mobile banking and Hyun Shik Yoon and Luis Occeña (2014) customer perception impact the usage of internet banking. This study also has the same positive impact of Customer's awareness and Customer's Perception on Internet banking use with Smart Mobile phone.

Recommendations

The development of Internet technology with a smart phone is continuing to change the way business is done. This study has focused on the nature of Internet banking with a smart phone.

Younger age group and those who are in service either in private sector or government sector, constitute the majority of the users of the mobile banking, therefore immediate attention is required from the bank managers and service providers to ensure better service quality to this huge technology savvy customer segment.

They may give special attention to the factors such as security/safety aspects, usefulness and easy transaction though mobile, which will further enhance the confidence levels of the customer in using this facility and will have a positive impact on the customer's perception.

High education level of this segment provides a huge opportunity for the bankers to convert them from traditional banking to the mobile banking provide that the security of transaction and privacy issues are given top priority so that they can have favorable perception towards mobile banking.

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A Study on Service Quality Gap between State and Private Hospitals in Trincomalee

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Introduction

Medical services are provided by government and private sector in Sri Lanka. Many resources were allocated to the medical services. A significant proportion of this allocation was earning for primary health care. While these allocations are encouraging, the perceptions that people have about the relative quality of health care services in the country may not be so favorable and remains to be assessed. Mainly in the Trincomalee District of Sri Lanka, this health service is part of the life of this people. In this post-war period, Trincomalee General Hospital has been well developed in every unit. In other hand, the private hospitals also provide well service to the public. Generally, the Out Patients Department (OPD) of the Private Hospital sector provides service to limited number of patients compared with General Hospital. Concerning ward admission, General hospital can accommodate more patient than private hospital and they have more equipment facilities, more trained nurses and large quantity, kinds of drugs. The private hospitals are very less responsible to any failure of the treatment.

Problem

This research was conducted with an aim to identify whether there is any difference in the level of service quality between state hospitals and private hospitals in Trincomalee. It is necessary to identify the nature and the status of health care service of the district and the level of contribution of the both government and private hospitals in curing the patients and the ways to improve the level of service quality if any.

Objective of the Study

To find out the level of difference of service quality between state and private hospitals.

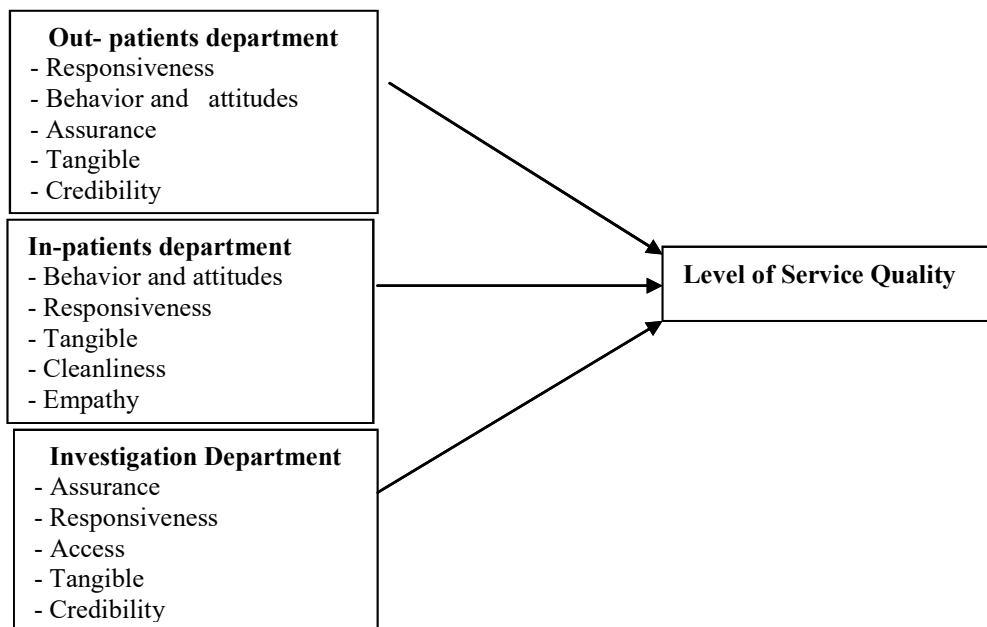
Literature Review

Any activity or benefit that one party can offer to another is essentially intangible and does not result in the ownership of anything (Gary Armstrong, Philip kotler 2003). "Quality" has taken on different meaning through the years. In the earlier year 1900s, it meant inspection. All finished products were inspected and the defects were corrected. In 1940s, the word "Quality" took on a satisfaction and connotation. In 1960s, "quality" was extended outside

of production to include all other functions using a concept of total quality control. But now being meaning of “Quality” is expanded to include zero defects continuous improvement and customer focus. According to the Petermudic and Angelacottam (1993), it is widely acknowledged that efforts to define and measure the quality of tangible products, as distinct from service, have proved more successful. The characteristic of service has made the determination of what constitutes quality that much more difficult and thereby its measurement less than complete. Parasuraman, Zeithamaland Berry (1988 &1991) conducted extensive studies in different industries and developed service quality instruments, they identify five key dimensions of service quality such as Reliability, Responsiveness, assurance, empathy and tangibility.

Conceptualization

It has five dimensions which are reliability, responsiveness, assurance, tangible and empathy. In order to analyze the service quality of state and private hospitals of Trincomalee district three main services have been taken into consideration. Various dimensions with their indicators considered for the study which are appropriate to measure the quality of those services have been selected.



(Source: Modified framework of Parasuraman, Zeithaml & Berry 1985)

Methodology

Study Population: Study population means total number of elements or all the elements (object or people) in the whole population identified. This research was conducted among the persons who are the patients of the state and private hospitals in the Trincomalee district, for the investigation to meet the objective of research.

Sample size: This research sample size contained one hundred and sixty patients for collecting information. Sample size has been selected from 35 persons of OPD, 30 persons of WPD and 15 persons of ID from the both hospitals.

Data collection: Primary data were collected for the specific purpose at hand by based on face to face interviews the hospitals staffs and utilizing issuing questionnaire to the patients. Decision rule is set based on mean value $1 \leq X_i \leq 2.5$ low level, $2.5 < X_i \leq 3.5$ moderate level, $3.5 < X_i \leq 5.0$ high level.

Results and Discussions

Table 1: Service Quality of Out-Patient Dept

Dimension	GH Mean	PH Mean
Responsiveness	2.81	3.51
Behaviour and attitude	3.14	3.53
Assurance	3.28	3.82
Tangible	2.52	2.57
Empathy	3.81	3.88
Credibility	3.80	3.68

(Source: Collected data)

Table 2: Service Quality of In-patient Dept

Dimension	GH Mean	PH Mean
Responsiveness	3.58	3.66
Behaviour and attitude	3.22	3.70
Cleanliness	3.17	3.62
Tangible	2.81	3.42
Empathy	3.86	3.87

(Source: Collected data)

Table 3: Service Quality of Investigation Dept

Dimension	GH Mean	PH Mean
Responsiveness	2.51	3.5
Assurance	3.5	3.94
Tangible	2.67	3.21
Access	2.4	3.17
Credibility	3.86	3.96

(Source: Collected data)

Table 4: Overall Service Quality

Variables	GH Mean	PH Mean
Out-patients department	3.23	3.50
In-patients department	3.33	3.65
Investigation department	2.99	3.56
Overall Service Quality	3.18	3.57

(Source: Collected data)

Conclusion and Recommendations

As per the concluded information on all these three services expressed in moderate level of quality in the general hospital and high level of service quality in private hospitals. It means that General hospital should take necessary actions to fulfill the Public's expectations that help to improve the level of service quality in future. The general hospital should try to appoint required new staffs through the ministry. And organizing the mobile medical camp in rural area twice a month will result a less number of patients to the General hospital. Implement proper job rotation and shifting methods by hospital management. Give proper training to the nurses and minor staffs to behave with good manner with the patients. Regarding the Private hospitals should try to have the enough awareness towards the patients, arrange the general doctors to channel the patients to get the treatment at the first time then arrange to go to the special consultants with early doctor's recommendations. The general hospital should try to make additional payment for specific additional work performance during the emergency needs and organize mind relaxation programs to the general hospital's staffs. They want to learn about maintenance and development from the European countries. Further instruction is, the both hospitals should try to introduce the new technology based on the development countries. Eg: DEXA Scanning.

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Relationship between Service Quality and Customer Satisfaction in the Hotel Industry: Manmunai North D.S Division in Batticaloa District

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Introduction

Sri Lanka aims implementing many economic activities as a process of the postwar development. Tourism is the key industry that Sri Lanka devises strategies for economic growth. However, in Sri Lanka hotel restaurants there are lack of such studies which help to measure service quality and improve their service quality to gain better customer satisfaction. Expanding Sri Lanka's services sector, especially restaurant services is nothing without good service quality and customer satisfaction. Batticaloa is one of the tourist destinations in Sri Lanka that attracts tourists from many parts of Sri Lanka. Hence, this study mainly focuses on hotel industry and targets the customers of restaurants in Manmunai North DS Division in Batticaloa District in Sri Lanka.

Problem Identification and Research Objectives

The study findings are expected to fill the gap in the literature, and to provide useful guidance for academics and practitioners regarding service quality and customer satisfaction relationship in hotel restaurants in Sri Lanka. As this study explores the relationship between service quality and customer satisfaction in hotel restaurants is the main objective of this study. Further, this study also aims to achieve the following secondary objectives,

To identify the level of customer satisfaction

To identify the level of service quality

To identify the relationship between the each service quality dimension and overall customer satisfaction

Literature Review

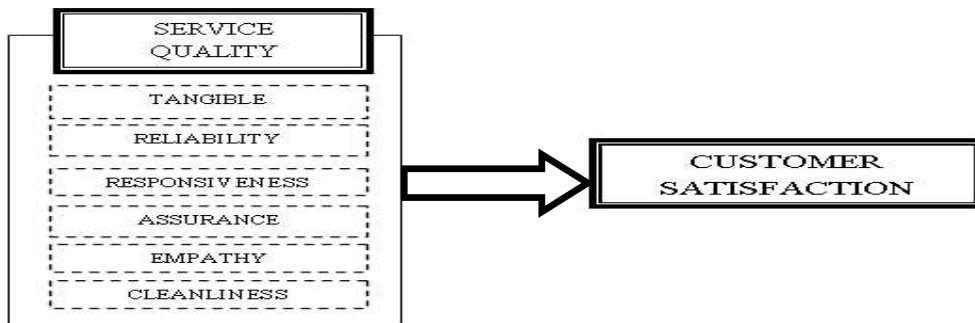
Service Quality

Most common definition of service quality is the result of comparison between perception and expectation of performance (Lewis and Booms, 1983; Parasuraman et al. 1988). Service quality is the independent variable and it is includes six dimension, namely Tangibles, Reliability, Responsiveness, Empathy, Assurance and Cleanliness.

Customer Satisfaction

Customer satisfaction is defined as the customers’ evaluation on a product or service whether that product or service has fulfilled their needs and expectations. Satisfaction arises when the service makes the customers feel as good (Zeithaml et al. 2006). Customer satisfaction is the dependent variable and it includes four dimension, namely Human service, Food quality, Reasonable price And Physical environment.

Conceptual framework



Source: Parasuraman (1988); Threemitaya (2003)

Figure 01: Conceptual Framework of Study Variables with Their Dimension

Methodology

Primary data were collected through structured questionnaires with closed statements measured with Likert’s scale. The study sample included customers of selected hotel restaurants in Manmunai North DS Division in Batticaloa District. The data were collected using convenience sampling approach. Sample size is limited to one hundred and fifty customers within the time frame. The levels of service quality and customer satisfaction are assessed with the criteria in Table 1.

Table 1: Assessment criteria

Range for decision criteria	Decision Criteria	Decision Attribute
$X_i < (3-Z \sigma_x)$	$X_i < 3$	Low Level
$(3-Z \sigma_x) \leq X_i \leq (3+Z \sigma_x)$	$X_i = 3$	Moderate Level
$X_i > (3+Z \sigma_x)$	$X_i > 3$	High Level

Results and Discussions

Main Objective: The relationship between service quality and customer satisfaction

This relation is positive and increasing service quality results rising customer satisfaction (see Table 2). This means the higher level of service quality results more customer satisfaction and vice versa. The results are consistent with the earlier findings and have supported and broadened literature published in earlier studies in various industries such as banking and restaurant in different countries (Caruana 2002).

Table 2: Correlation between the service quality and customer satisfaction

Pearson Correlation: r	0.890**
Sig. (2-tailed)	0.000

Sub Objective 1: To identify the level of customer satisfaction

The dimensions of customer satisfaction have high mean value respectively 3.655, 3.875, 3.236 and 3.731. In addition, overall customer satisfaction mean approximately near the “Agree level” (3.624)(see Table 3).

Table 3: Overall dimensions and dependent variable values

Description	Dimensions				Dependent Variable
	Human service	Food quality	Price	Environment	Customer satisfaction
	(X1)	(X2)	(X3)	(X4)	
Mean	3.655	3.875	3.236	3.731	3.624
Standard Deviation	0.811	0.720	0.904	0.700	0.694

Sub Objective 2: To identify the level of service quality

All six dimensions and overall service quality have high mean value. The overall view of service quality has high mean value of 3.8 and all the dimensions of service quality mean also above 3.5 (See Table 4).

Table 4: Overall dimensions and Independent Variable Values

Description	Dimensions						Independent Variable
	Tangible	Reliability	Responsiveness	Assurance	Empathy	Cleanliness	Service Quality
	(X1)	(X2)	(X3)	(X4)	(X5)	(X6)	
Mean	4.03	3.69	3.77	3.77	3.816	3.96	3.838
Standard Deviation	0.646	0.77	0.87	0.82	0.777	0.74	0.690

Sub Objective3: To identify the Relationship between the Each Service Quality Dimension and Overall Customer Satisfaction

This Table shows that correlation between the each independent variable (service quality dimension) and dependent variable (customer satisfaction) with the significant level of 0.01. According to the correlation table 05 it is obvious that all the service quality dimensions (Tangible-0.706, Reliability-0.848, Responsiveness-0.830, Assurance-0.812, Empathy-0.854, and Cleanliness-0.703) are strongly correlated with overall customer satisfaction with the significant level 0.01 (see Table 5).

Table 5: Correlation between the Service Quality Dimensions and Customer Satisfaction

Dimension	Customer Satisfaction	
	Pearson Correlation	Sig. (2-tailed)
Tangible	0.706**	0.000
Reliability	0.848**	0.000
Responsiveness	0.830**	0.000
Assurance	0.812**	0.000
Empathy	0.854**	0.000
Cleanliness	0.703**	0.000

Similarly, earlier findings have supported in context of hotel industry in Nepal (Pandey & Joshi 2010) and Malasya (Fah & Kandasamy 2011).

Conclusion and Recommendations

Findings indicate that the most hotel restaurants have high level of service quality and high level of customer satisfaction. Additionally, based on the present findings, high levels of service quality will lead to customer satisfaction and repeat purchases of the same restaurant, and to achieve customer satisfaction, of course, will lead to increased productivity and profit. Findings indicate that the relation is strong and positive between the service quality and customer satisfaction. According to the study, the least predictor of overall customer satisfaction in this study was dimension “Cleanliness and “Tangibles”. Therefore, employees should wear protective gloves and hairnets or hats and keep high-efficiency hand dryers or paper towels. Provide high standard of cleanliness for customers will make them feel good about the quality of food. Hence, create a superior ambience, make deliberate choices with lighting, choosing music carefully and decorating restaurant with a special, unique theme of are some of the suggestion to improve the service quality and customer satisfaction in the hotel industry in the region.

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Effects of Capability Maturity Model on Project Performance of Information and Communication Technology Projects

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Introduction

Organizations try to develop higher quality software products on time by using Software Process Improvement (SPI) which includes set of activities that lead to better software processes. Capability Maturity Model Integration (CMMI) is widely used SPI framework for software development industry (Pressman, 2005). The main purpose of CMMI is to provide an overall indication of the “Process Maturity”. CMMI, SPI and Total Quality Management (TQM) are the key interest for improving the performance of software development projects and achieve higher returns on investment (ROI) for the practicing organization (Humphrey 1988; Jones 1998; McConnell 2002). By concerning above factors, CMMI is very popular and accepted by various local and international software development firms. This research study continues empirical study of software development process maturity and its impact on the performance of ICT Projects, it is expected to examine whether CMMI levels have an association or impact with software development project performance. The most important benefits of software process maturity model sand standards within organizations are often said to be customer satisfaction, reduce the costs associated with software maintenance, quality improvement and rework reduction (Pressman 2005).

It is argued that CMMI levels influence the performance of the project. It can be expected that some organizations having higher maturity level should have higher project performance. Currently, in Sri Lanka few ICT related organizations have assessed their process maturity with CMMI, most companies had not assessed their maturity level and they haven't clear idea about how Software Process Improvement indicated by CMMI effect on project performance. CMMI Levels can be defined as Level I: Initial, Level II: Repeatable, Level III: Defined, Level IV: Managed, Level V: Optimized. Basically, Project performance can be measured against triple constraints (Cost, Time, and Scope), If company A is performing well in level (II) and company B is having same performance. But, company B is in Level (IV), thus there is no point to achieve level (III) or level (IV) for company A. In this research, it is expected to test above mentioned problem. Organizations in different levels of CMMI (CMMI II, CMMI III, and CMMIIV) exhibit different levels of IT project

outcomes as measured by project performance, so following objective is concerned in this study.

To identify whether there is a significant relationship between CMMI Levels and performance of ICT projects and measure how project performance varies with CMMI level.

Literature Review

The CMMI evaluation ranks software development organizations into one of the five levels. Empirical studies have evaluated the use of CMMI and its impact on the organization. In their empirical research on CMMI, higher levels of CMMI process maturity are shown to be associated with higher software product quality (Harter et al. 2000). The net effect of higher levels of CMMI process maturity is improved project performance as measured by reduction in cycle times and development effort (Harter et al. 2000). In the context of software development industries, project success measures literature offers some empirical research. Examples from the empirical research include measures such as: on time to market, on target to market (product meet needs of current customers), and schedule, cost, quality; quality of the project management process; customer satisfaction (Hartman 2002). Some literature examples point to schedule, budget, customer satisfaction (Shachtman1998). In addition, the measures can be grouped as (a) internal measures (e.g., cost, time, quality) and (b) external measures (market share, time to market, profitability index, customer satisfaction).

Methodology

The aim of this research was to compare CMMI Levels with project performance and identify impact of CMMI Level for project performance. Therefore, study was designed as Analysis of variance (ANOVA). One Way ANOVA is used in Analysis because, study was conducted for one mean (Project Performance) for more than two groups (CMMI Levels). Measurements were based on one interval variable (Project Performance) and one ordinal variable (CMMI II, CMMI III, CMMI IV) with three groups. CMMI Level I and Level V were not considered in this study because every organization in Level I deliver workable software solution so each and every organization can be considered in level I, moreover Level V was ignored because these organizations are in their mature stage and continuously improve their processes. Sample size was selected as 66 software professionals based on simple random sampling with support of G power software application. The method of data collection for this research was questionnaire.

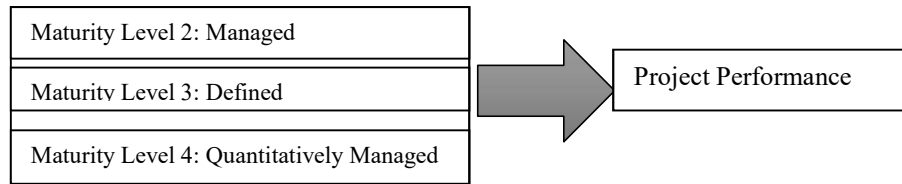


Figure 1 Conceptual Framework

The researcher has used Cluster Analysis in order to obtain natural groupings within collection of data. Therefore, variables were related to cluster analysis, measured in interval scale based on Software Process Maturity Questionnaire developed by Delkleva and Drehmer (1997).

HypothesisH1: Organizations in different levels of CMM (CMM II, CMMIII, and CMM IV) exhibit different levels of Information and Communication Technology project outcomes as measured by project performance.

Results and Discussions

49.25% (n=67) of organizations are adopted to Standardized project management practices Scrum practices (73 %) are mostly used in current software development than traditional methods like waterfall model (40 %).

Results suggest that higher levels of CMMI Level do have an effect on project performance. Specifically, our results suggest that when organizations are having higher maturity level, they achieve higher project performance.

Conclusion

These research findings are that CMMI levels do have different impacts on software project performance. Higher CMMI levels are associated improved software project performance. According to Davenport process standardization creates more opportunities to outsourcing and reduces the number of processes that organizations decide to perform for themselves.

According to the research done by Bradford, he analyzed how process maturity (CMMI levels) effect on effort and he identified increment of one CMMI level resulted in 4% to 11% reduction in effort.

Scrum methodology was the most widely used methodology which falls into the Agile project management methodology. A conventional methodology like waterfall methodology is having low popularity among industry.

Recommendations

According to results and evidences that CMMI based process improvement can result in better project performance and higher quality products. By adopting to CMMI they can have

benefits in Cost, Schedule, Quality, Customer Satisfaction and Return on Investment. Therefore, organizations should practice process maturity model like CMMI.

PMO (Project Management Office) is a management structure that standardizes the project related governance processes and facilitates the sharing of resources, methodologies, tools and techniques and creates a uniform approach to project management within an organization. According to Analysis, most of the organizations having PMO and they are having higher rate of project performance.

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Exploring the Tourists Image in Jaffna Peninsula

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Introduction

Image is defined as “an expression of knowledge, impression, pre-judices, imagination and emotional thoughts of an individual of a specific place” (Lawson & Baud 1977). A good image is a valuable asset of a region to improve the tourism industry because, the positive image of the destinations motivates the tourists to revisit and also persuade the future tourists. Further, if the tourists do not have the positive image over the destinations, they will not visit again and this may affect the tourism industry. Therefore, researcher selectively visited Jaffna Fort, Keerimalai Temple and Delft to explore the image of the destinations.

Rationalization of the Study

Tourist image on the destination of Jaffna Peninsula has not been thoroughly studied by researchers. But, positive image of tourist will ensure revisit and visit of future tourists to the same destinations. Further, the research will be much useful to develop distinguished regional image competency in Sri Lanka and the improvement of existing destinations and identify new destinations. According to the researcher, there is a need for exploration on the above mentioned tourist places.

Research Problem

Jaffna Peninsula has many tourist destinations such as beaches, historical places, religious and archaeological sites (Mathivathani & Sasitharan 2010). Keerimalai temple is very famous religious destination (Valampuri 2015). Jaffna fort is one of cultural heritages of Jaffna and it was damaged during the war and the war ended before six years but there is lack of actions to promote tourism (Dougles 2015). Delft has many attractions for tourists and there was not enough researches conducted on Delft Island (Dilogini & Hensman 2004). Therefore, the researcher analyze how the above mentioned features of destinations influence the tourists' image and pay way for revisiting in future.

Objective

Objective of the study is to find whether the features of the destinations positively or negatively influence on tourists' image and revisit

Literature Review

Image is the people's feelings of anything that they are aware of (Boulding 1956). The image of tourist influence on travel decisions (Yates & Maanen 2015). According to Lawson and Baud (1977) destination, images influence a tourists' travel decision-making and cognition. Destination satisfaction could lead to higher tourists' return intention (Ngoc & Trinh 2013) and image of the destination influenced travel decision (Marino 2013). Positive attributes favorable impressions on the destination, whereas negative attributes are doing the opposite (Truong and Foster 2006). According to Rajesh (2013), tourist perception constructs are influenced by factors like historical, cultural attractions, destination affordability, travel environment, natural attractions. Dilogini and Hensman (2014) identified that Jaffna has powerful destinations (beaches, historical places, atmosphere and local products). Jaffna has many historical places for tourism and Tourist attractions (Pushparatnam 2015). Jaffna fort is the historical tourist heritage (Douglas 2015). Many rituals are carried out in Keerimalai Temples which is found as a religious tourist heritage (Valampuri Newspaper 2015).

Research Methodology

Observation and interview methods were used as tools for data collection from the local and foreign tourist at the destinations. Jaffna Peninsula in the Northern Province of Sri Lanka has been identified for the study. The three destinations were selected using convenience sampling method. Based on the identified variables, collected data were analyzed by qualitative techniques.

Result and Discussions

Jaffna Fort

Jaffna Fort is larger than Galle Fort of Sri Lanka and built in 1619 by Portuguese. After that Dutch captured the fort in 1658 and made new construction which included underground rooms, weapon store rooms, jails, administrative centers, restaurants, queen's room, Hindu and Christian religious centers (Douglas 2015). According to the researcher observation, this place fails to make the first impression because the surrounding area is not properly maintained and it is difficult to identify as heritage tourism destination. Researcher felt that there is lack of safety and security in the Fort. In addition, the following features lead to the negative image on the fort such as lack of information about sub buildings and lack of basic requirements to tourists. Researcher asked the question that "What do you feel about this destination and what is your suggestion to improve it? Many tourists responded that "there is no information board on sub buildings, there is no cleanliness, no facilities for relaxing or to

take rest, no boat services around Fort and we feel lack of safety and security. They insisted that they expect all these facilities.

Destinations in Delft

Researcher observed that Delft has many tourist potentials and every day many tourists are visiting. There is a natural environment with small green jungles and wonderful fencing made by local community to their compound that cannot be seen in the other part of the country. However, there is no information center to know the destinations with route maps, lack of internal transport facilities, no accommodation, difficult for food and beverages. Tourist potential like queen tower, beach, baobab tree, religious places, Meegaman or Vedyarasan forts and forty feet of man's place and pure water wells are not cleaned and no information boards displayed. When interviewed about "what do you feel about destinations and how you can advise to improve"? Some tourists answered that they liked the Delft because of natural and historical features in all parts of Delft and they liked to see fences made by local lime stone. They further added that tour guides are not available, no information at the destinations, very difficult to find food and beverage facilities and there is no hotel facilities. According to them, higher price for internal transports and ordering food and beverages. Further, they also felt that there is lack of security and safety at the locations.

Keerimalai Hindu Temple

This temple is famous in Jaffna and was destroyed by Portuguese and was re-constructed by Arumuganawalar. Many rituals are accomplished by Hindus and this temple is found as one of the religious tourist heritage destinations (Valampuri 2015). During the field visit, the researcher's observations are as follows: very attractive place, clean environment, local and foreign tourists are observable, safety and security are at high level, accommodation is available, pure sea water, natural swimming pool is maintained, reasonable price level, appreciable art galleries which show Jaffna's ancient culture and history. However, no attractive shopping malls, difficult for the basic needs and front view fail to impress. Food and beverage facilities satisfy the local tourists but foreign tourists have lack of satisfaction and poor internal road conditions. when researcher asked "What do you think about this destination?" they responded that "This is a very good religious place among other places in Sri Lanka, well cleaned environment, swimming pool is very nice since it is processed by natural sea water, good place for photographs and art galleries. The compound should be developed in attractive manner and also we expect more quality food". Further, they added People do not have places for relaxation and we feel that there is no good shopping place to

purchase souvenir items. They insisted that they expect all these facilities to be developed in the future.

Conclusion

Tourists have positive image on the Keerimalai Temple and they are satisfied with many features of the destination such as clean environment, safety and security, attractive natural swimming pool, art galleries. Therefore, tourists may revisit to the destination in the future and they may contribute to the positive image of the future tourists but, the front view of the temple fails to ensure the first impression of the place. Jaffna Fort has failed to attract the tourists. They have the negative attitude and negative image of the features of the destination on many features like attraction, safety and security, basic needs, polluted environment, relaxation facilities. Because of that, tourist may not revisit to the destination again and they may insist negative image of the destinations to the future tourists. Delft makes positive and negative image on the features of the destinations. Green environment and lime stone fencing system of local community significantly contributes to the positive image and revisit to the destination. At the same time, other feature of the destinations such as availability of information, tour guides, food and beverage facilities, accommodation and transports give negative image and may significantly affect the revisit of the tourists and the arrival of new tourists.

Recommendations

Tourism developers need to focus more on making first impression in Keerimalai Temple. In addition, food and beverages and shopping facilities, places to relax should be developed. All sub buildings of Jaffna Fort should have information boards. Inside and outside environments should be cleaned and basic requirements like pure drinking water, washroom facility, cafeteria, facility for relaxations and boat service around the Fort should be developed. Information at the sub destinations of Delft should be displayed and hotel facility and internal transport should be developed. Facility for relaxation and drinking water and washroom facility should be available at each destinations and horse riding will be an attractive internal transport. The above recommendations will ensure the positive image of the destinations and revisit of the tourists.

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A Feasibility Study of Tourism Development in Kallady Beach Area, Batticaloa District

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Introduction

There are many destinations in the Batticaloa district for the foreign and local tourism. Kallady area is located in the Manmunai North Divisional Secretariat (D.S) division. Kallady area has a long and beautiful sandy beach. Kallady beach is a nice place for good swimmers but depending on the conditions of the sea. It is famous to enjoy a nice and long walk. Kallady is surrounded by many other tourist areas, e.g Old Dutch fort. Some other special features are also available for tourists in this area, e.g Batticaloa Lagoon, beautiful paddy fields, variety of animals and birds, local handicraft. After the ending of civil war, normalcy returned. Business environment has been developed. More foreign and local tourists arrive at Batticaloa. Transportation and infrastructure facilities also have been developed in Batticaloa. The strategy behind this study of tourism development in the Kallady area is to transform tourism sector as a key source of its economic growth and success. That is the rationalization of this research.

Although the Kallady region currently has a moderate level of tourism industry, studies show the area to be performing below its potential. Most of the people seem to be local people and the availability of recreation is very poor. As Kallady being a beautiful coastal area and located very close to the Batticaloa town and other famous tourist places, creating tourism development in that area is expected to provide socio-economic benefits not only to the people of this area, but also to the whole country. So, the research problem is finding the feasibility of making this area to be performing up to its potential, that is, by utilizing the existing resources of Kallady area how far tourism could be developed?

Objectives of this study as follows: Assessing market potential for tourism in this area, determining what resources exist or can be developed to support tourism activities in this area, evaluating existing tourism facilities and infrastructure relative to their ability to meet market needs, identifying tourism products most suited for the resource base and with the market potentials, making an estimation of the potential economic impact of tourism activities in this area, providing an implementation plan for the development of tourism in the Kallady region and identifying the potential sources of project funding.

Literature Review

A sufficient number of studies were reviewed. 'Tourism in the Batticaloa district and the strategies for its development', (1996), a research done by Gajenthirarajah . This study shows the economic importance of tourism in this area and, the role of the government in the development of tourism. 'Tourism development in Pasikkudah' by Ponnaiah and Thavappiraba also reviewed. It stressed the importance of the tourism development in the Eastern region. Another study was made by Subramaniam, on the title of 'feasibility study of tourism development in Pasikkudah'(2003). It shows the potential and scope of the future development of tourism in the Pasikkudah area. Sri Sankarasarmaxz. made a study on 'the tourism development in the Ulle region after the year of 2000' (2003).The study expressed the economic impact of tourism development in the Ulle region. Further the researcher reviewed some international studies in the literature. Mohamed Abbas and Mohamed Ali Ibrahim studied on the title of 'The determinants of internal tourism demand for Egypt' (2010). According to their studies, the demand for tourism is determined by Income, relative prices, transport, and some other factors. 'Tourism feasibility study of Monroe, Lee, Arkansas, and Phillips counties of eastern Arkansas' (four counties in USA) (2002) is another international study reviewed. It assessed the market potential, existing resources, facilities, infrastructures, tourism products, economic impacts of tourism.

Methodology

A market survey was conducted. 100 structured questionnaires were prepared and issued among the tourists who visited to the Kallady area. Descriptive statistical method was used. Collected data were analyzed through the SPSS package and obtained the mean values and found the results. Interviews were held with the owners of the tourist hotel and lodges and tour operators. People who are living in Kallady area were also interviewed. A site survey was also conducted. Through this site survey, the physical characteristics of the Kallady region were assessed. Based upon the site visit observations, a SWOT analysis has been prepared on the study area to assist in the planning and development of the study recommendations. As a final step, an implementation plan has been prepared.

Results and Discussion

The results of the market survey showed that the majority of the tourists visit the Kallady area aged between 21-30 years. 58% are males and 42% are females. 60% of them visit here for the sightseeing, 40% visit for leisure. 65% say no any threat for their security, 35% say they find some disturbances from the activities of fishermen. 80% of them accept that Kallady is a nice place for the tourism. The people of Kallady agreed that a positive

economic impact of tourism development is experienced by the people of that area. Following results obtained through the analysis of data.

Variables	Mean	Level of satisfaction
Transport	3.6	Moderate
Accommodation and food	2.63	Moderate
Leisure, Historical places, Other tourist destinations	2.85	Moderate
Sports, festivals and cultural performances	3.00	Moderate
Health facilities	2.81	Moderate
Services of tour operators, electricity, communication and banking	2.84	Moderate

Based on the evaluation criteria ($2.5 < X_i < 3.5$), the moderate satisfaction level was reflected regarding all the variables. Interviews with hotel and lodges reveals that they are providing meals and accommodation, most of them have more than five-year service experience, present occupation rate is averagely about 50 percent, 500-1000 visitors currently get in a year, February-march and August- September are the peak periods in a year, requirements to become more active in this market and the challenges faced in this business.

Interviews with tour operators shows, most of the tourists prefer nature travel, they arrange trips to Batticaloa from various part of Sri Lanka. When selecting trip, customers consider natural beauty, safety, comfort level and overall quality of the trip. When tour operators select a destination, they look safety, infrastructure, transportation, comfortable accommodations and quality of trips. As a recent change, after the ending of the civil war, booking has been increased and more and more tourists are willing to visit Batticalo.

Results of the SWOT analysis as follows: Natural and peaceful location of Kallady area, qualitative hotel, lodges and restaurants, historical and cultural places and other tourist places have been located very closely, services from tourism information centre, delicious sea foods, better transport facilities, seeing beautiful sunrise, swimming, sunbath facilities, festivals of historical temples and cultural programs, friendly people of this area, very close by markets, are identified as strengths. Heavy rain and flood in rainy season, too much hot in dry season, weak administration of this tourist area, irregular power supply, restriction for swimming in certain periods, unavailability of modern toilets and wash room facilities, unavailability of sufficient street lighting, unavailability of sufficient vehicle parking, no availability of trained tourist guides are identified as weaknesses. Easy access to the location, peace full situation, lower transport cost, lower level of food prices, developing facilities of infrastructures, is identified as opportunities. Insufficient capital for the

maintenance of the tourist places, sub-standard management in lodges and restaurants, weaker security services, abnormal weather conditions, lack of personnel with the knowledge of foreign language, road accidents, weaker solid waste management are identified as the threats.

Conclusion and Recommendations

Strengths and opportunities are relatively more than the weaknesses and threats which could be managed through the activities mentioned in the implementation plan, prepared for the development of tourism in the Kallady area. So there is feasibility. Recommendations indicated in the Implementation plan as follows: Modernizing the road facilities, creating boat services, increasing air lines services, extending the services of tourist information centre, making awareness about tourism for the people of this region, establishment of swimming pools, children parks, restaurants, modern types of toilets and bathrooms, vehicle parks, resting huts, modern playgrounds, modernizing telecommunication services, banking services, water supply, establishing modern drainage system, enhancing solid waste management and organizing cultural programs have been recommended. The time frame for each projects has been indicated. Institutions which are responsible for the implementation of these projects also mentioned. .Rs.100 million has been recommended for the implementation of this plan.

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