

IIMS JOURNAL OF MANAGEMENT SCIENCE

VOL. 9, NO. 3, SEPTEMBER-DECEMBER, 2018

Content

Digital Marketing Communication and Car Buying: Differentiating Users from Non-Users – <i>Rekha Dahiya and Gayatri</i>	155
Monetisation of Blogs: A Case of Social Media Entrepreneurship – <i>Upasana Dhandu and Arvind Kumar</i>	171
HRM Practices and Its Impact on Organisational Commitment: A Study of Construction Employees in India – <i>Kirti Rajhans</i>	178
Quality of Assessment System-A Comparative Analysis of Hindi and English Medium Students' Perception – <i>Irum Alvi, Anamika Sharma and Touseef-ur-Rehman Alvi</i>	191
Self-Efficacy and Job Crafting Enhance Performance and Managerial Effectiveness: Results from a Study of Public Managers in India – <i>Sanapala S. Srinivas and Karri Ashok</i>	207
Relational Study of Academicians' Motivation and Organisation Performance through Graph Theory – <i>Anushree Chauhan, Manisha Goel and Ritu Gandhi Arora</i>	218
Effect of Organisational Communication on Employee Satisfaction – <i>Jessy John</i>	238

Digital Marketing Communication and Car Buying: Differentiating Users from Non-Users

– *Rekha Dahiya and Gayatri*

ABSTRACT

This study aims to differentiate the users of digital and traditional channels of communication while buying a car. Data were collected from 800 respondents from Delhi. The findings of the study revealed that 75% of the respondents used at least one digital channel of communication while buying a car. There were 25% of the respondents who relied exclusively on traditional channels of communication. Five customer segments were identified in the study by applying cluster analysis. Two customer segments made use of only traditional channels of communication and were named 'Accomplished Magnate' and 'Stripling Warrior'. Three customer segments used digital channels of communication while buying a car and were named 'Young Business Turks', 'Generation Next' and 'Employed Maestro'. The findings have important implications for the car marketers as they must understand that digital channels of communication are mainly used by the young customers who also have preferences for particular digital channels of communication. However, other important customer segments still rely on traditional channels of communication while buying a car. So, targeting these customers with their preferred channel of communication should produce good business results for the marketers. Few studies so far tried to identify and group the individuals into users and non-users of digital marketing communication in limited problem-solving product categories. However, such classification was not seen in an extended problemsolving product category like car where marketers are spending a significant amount of money.

Keywords: Cluster analysis, Customer segments, Digital communication channels, Discriminant analysis, Indian passenger car market

JEL classification: M31, D83, C38.

Biographical Note: **Rekha Dahiya** is Assistant Professor of Marketing in Banarsidas Chandiwalla Institute of Professional Studies, Dwarka, Delhi. Her areas of teaching and research are digital marketing, advertising and brand management, consumer behaviour, sales management and marketing management. She can be reached at rekhadahiya@gmail.com

Dr Gayatri is Associate Professor in Department of Commerce, Lakshmi Bai College, University of Delhi, India. Her areas of teaching and research are online marketing, digital marketing, advertising and brand management, consumer behaviour, and marketing management. She can be reached at gayatri_mittal@yahoo.co.in

Monetisation of Blogs: A Case of Social Media Entrepreneurship

– *Upasana Dhanda and Arvind Kumar*

ABSTRACT

The paper aims to investigate the phenomenon of monetising blogs as an example of social media entrepreneurship. Blogging has emerged as an authoritative source of viral marketing owing to its potential of creating extensive readership base. The overwhelming popularity of blogs paves the way for social media entrepreneurship allowing bloggers to engage in various economic activities. The study uses the grounded theory methodology to explore the process of monetisation of blogs as a case of social media entrepreneurship by conducting interviews with bloggers who have successfully managed to leverage their blogs. The researcher identifies and discusses three phases in the process viz preparatory, monetisation and e-entrepreneurship phase through which bloggers mint money. The bloggers create valuable content in their niche to attract readers which makes identification and exploitation of entrepreneurship opportunities possible by corporate stakeholders in their nexus. The integration of virtual and real networks of the bloggers helps them initiate, sustain and expand their entrepreneurial activities through social media networks.

Keywords: Blogging, Blogs, Entrepreneurship, Life-style bloggers, Social media

JEL Classification: M13

Biographical Note: **Upasana Dhanda** is currently Research Scholar in Department of Commerce, Delhi School of Economics at University of Delhi. She can be reached at upasana.dhanda@gmail.com

Arvind Kumar is working as Assistant Professor in Department of Commerce, Lady Shri Ram College for Women at Delhi University. He can be reached at dr.kumar.arvind@gmail.com

HRM Practices and Its Impact on Organisational Commitment: A Study of Construction Employees in India

– Kirti Rajhans

ABSTRACT

The construction industry is one of the largest global employment sectors and accounts for a significant share of the world's gross domestic product (GDP). In India, it is the second largest sector after agriculture. A critical feature of this industry is a complex, dynamic and risky work environment. The construction projects rely on skilled workers supported by an efficient management framework. At the backdrop of increasing investments and growth in construction projects in India, the construction establishments are facing enormous challenges due to the massive gap between supply and demand of talented professionals. In such situations, an employee's commitment towards the organisation is highly essential for efficient performance. This study aims to examine whether the employee perceptions about common human resource management practices have an impact on the organisational commitment of construction employees in India. HRM practices which may have a considerable effect on the employee commitment, such as recruitment and selection, performance management, career management, training and development, workforce diversity management, management policies and grievance handling are examined. The study was conducted through a questionnaire survey including a combination of a standard model of organisational commitment and a few self-structured questions. The results show a highly significant and positive relationship between organisational commitment and employee perceptions of human resource management practices prevalent in the construction organisations. 'Performance Management', 'Training and Development' and 'Management Policies and Grievance Handling' were found to be the most significant factors affecting the organisational commitment of construction employees. The results of the study could be used as guidelines for improving HRM policies in construction organisations.

Keywords: HRM, construction industry, organisational commitment, employee perceptions, performance

JEL Classification: M-12, M-51, M-53, J-24, J-28

Biographical Note: **Kirti Rajhans** is currently working as Associate Professor and Head of Student Activities at National Institute of Construction Management and Research (NICMAR), Pune. She can be reached at kirti.rajhans@gmail.com

Quality of Assessment System-A Comparative Analysis of Hindi and English Medium Students' Perception

– *Irum Alvi, Anamika Sharma and Touseef-ur-Rehman Alvi*

ABSTRACT

The primary purpose of the study is to identify the difference between the perceptions of English and Hindi medium regarding assessment and evaluation system. This study is based on descriptive-analytical method. After validity and reliability tests, the adapted SERVQUAL questionnaire used for gathering data from 250 students, using an online survey. SPSS 23, descriptive statistics and paired *t*-test were used for data analysis. Negative gaps observed regarding the assessment, as the expectations of the students, from both the mediums of instruction, were more significant than their perceptions. There is no statistically significant difference in the students' overall expectations found; however, there was a statistically significant difference between English and Hindi Medium students' overall perceptions and overall gaps. The findings suggest that institutes need to improve all the dimensions of service quality. The results of the study indicate that the SERVQUAL model may be used for scrutinising the assessment and evaluation system as well as findings differences, if any, between the perceptions of students from different mediums of instruction.

Keywords: Assessment and evaluation system, English and Hindi Medium students, Higher education, Quality, SERVQUAL

JEL: I29

Biographical Note: **Irum Alvi** is working as Assistant Professor (HEAS Department), Rajasthan Technical University, Kota. She can be reached at irumalvi@gmail.com

Anamika Sharma is presently working as Faculty of Management, MBA Programme, Rajasthan Technical University Kota, Rajasthan. She can be reached at anysharma70@gmail.com

Touseef-ur-Rehman Alvi working at LM Thapar School of Management, Thapar University, Patiala. He can be reached at touseefurrehman@gmail.com

Self-Efficacy and Job Crafting Enhance Performance and Managerial Effectiveness: Results from a Study of Public Managers in India

– *Sanapala S. Srinivas and Karri Ashok*

ABSTRACT

Managers proactively reshape the characteristics and boundaries of their jobs to attain better job performance and effectiveness. They make continual informal adjustments to the task, cognitive and relational elements of their jobs within formal job design constraints. Perceptions of self-efficacy influence such self-determined job crafting initiatives that help garner personal and contextual job resources, enable effective handling of job challenges, and enhance job performance and managerial effectiveness. Though there have been empirical studies establishing the relationships between self-efficacy and performance, and self-efficacy and managerial effectiveness mediated by factors like work engagement, there appear to be no published studies that examined the mediating role of job crafting in the self-efficacy–managerial effectiveness relationship. Using cross-sectional survey data (N=209) and structural equation modelling, this study explored the mediating role of job crafting in the relationship between perceived self-efficacy and in-role job performance as well as managerial effectiveness. The sample population included junior and middle-level public managers in administrative and technical roles in a government organisation in India. The study findings demonstrated that job crafting mediated, though partially, respondents' perceived self-efficacy and in-role performance as well as managerial effectiveness rated by their peers. The study findings add to the existing empirical literature explaining different facets of job crafting, job demands-resources and self-determined behaviours at work. Practical implications regarding management development initiatives, especially for a public organisation in India, were discussed.

Keywords: Job crating, Job design, Job-redesign, Managerial effectiveness, Performance, Self-efficacy

JEL Classification: M12

Biographical Note: **Sanapala S. Srinivas** is working as Chief Personnel Officer (Admin.), South Central Railway, Secunderabad, India. He can be reached at ssrinivasmail@gmail.com

Karri Ashok is working as Professor and Head of the Department HRM at GITAM (Deemed to be University), Visakhapatnam, India. He can be reached ashok.karri@gitam.edu

Relational Study of Academicians' Motivation and Organisation Performance through Graph Theory

– Anushree Chauhan, Manisha Goel and Ritu Gandhi Arora

ABSTRACT

Academicians are the backbone of a nation, as they have the responsibility for developing the workforce, entrusted to them. This requires an academician to be responsible, committed and motivated. Motivation is the force which moves individuals in the desired direction and makes them act in the desired way. To make the academicians committed and satisfied their motivation is essential. This study explores the various aspects of academicians' motivation through Graph Theory. The factors influencing the motivation of academicians of higher education have been examined through exploratory factor analysis using SPSS and interaction of extracted factors have been used to draw a Digraph. Through this Digraph, a matrix has been obtained. The permanent of this matrix has been used to quantify the qualitative factors of motivation. The motivation index thus obtained through the matrix that has been related to the performance of the organisation. Thus, the factors of motivation are converted to a numerical value through which the degree of performance can be ascertained. The findings can help the management to develop effective strategies for motivating the academicians thus leading to quality teaching.

Keywords: Academician, Digraph theory, Higher education, Matrix, Motivation index, Permanent of matrix

JEL Classification: C6, I23, J10, M1

Biographical Note: **Anushree Chauhan** is working as an Assistant Professor, Department of Management Studies, YMCA University of Science and Technology, Faridabad, Haryana, India. She can be reached at anushree27973@gmail.com

Manisha Goel working as Associate Professor, Department of Management Studies, YMCA University of Science and Technology, Faridabad, Haryana, India. He can be reached at singla_manisha@rediffmail.com

Ritu Gandhi Arora working as Professor, Department of Management Studies, DAV Institute of Management, Faridabad, Haryana, India. She can be reached at prof.rituarora@gmail.com

Effect of Organisational Communication on Employee Satisfaction

–*Jessy John*

ABSTRACT

In today's competitive era, the market is flooded with start-ups and every organisation is adopting all strategies and methods to make a winning edge over its competitors. In such a scenario, the success of today's businesses is determined by the satisfaction shown by the employees of the organisation and by the efforts put in by organisations to convert its employees to human assets. A well-organised communication system in an organization is found to be an essential factor in ensuring an optimal level of satisfaction among its workers. This paper explores the effect of organisational communication on the satisfaction level of employees working in the insurance sector in Jaipur. *t*-test and correlation were used to find out the extent of the influence of organizational communication on the employees. Findings show that the employees in the insurance sector are not satisfied with the job. It was found that organisational communication especially the communication between the immediate supervisor and the employees played a significant role in lowering the overall employee satisfaction level. The study also explored the factors related to organisational communication that needed to be improved to enhance the satisfaction level of the employees. The study concludes that organisations in the insurance sector need to adjust the nature and potential content of the communication to improve employee satisfaction and hence the employee performance and efficiency.

Keywords: Employee performance, Employee satisfaction, Leadership behaviour, Organisational communication, Organizational commitment

JEL Classification: J 28.

Biographical Note: **Jessy John** She is presently working as Director of FMS Indian Institute of Rural Management, Jaipur. Her area of interest is Human Resource Management. She can be reached at Jessyjohn03@gmail.com