
Editorial

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The special issue on 'Emerging research issues in management, commerce and economics' includes the revised and selected papers presented at 'Chitkara University Doctoral Consortium – CUDC 2019' (A Colloquium of Doctoral Research Scholars) on 17–18 May 2019 at Chitkara University, Punjab.

The purpose of the special issue is to recognise the emerging issues in commerce and economics, e-commerce, retail supply chains, information technology management, business strategy and environment, management information systems, tourism and hospitality management, entrepreneurship, internet banking and finance, managerial issues in emerging markets, manufacturing, human resources management, and organisation behaviour.

Indian products have always been popular in the global market (Dana, 2000). The historical background as analysed by Dana (2000) in his text proves that each culture is unique, leading to a unique manufacturer-entrepreneurship axis. Indian culture is not marked very sharply by the spirit of entrepreneurship but displays obedience and efficiency when certain parameters are imposed (Dana, 2014). "After years of restrictive policies, liberalisation opened up India to imports and foreign investments." With the advent of liberalisation, global competition became more intense for the Indian manufacturers along with nurturing the spirit of entrepreneurship; they now needed to pay attention to the global parameters of quality management practices. The Indian manufacturing industry was not exposed to global competition and was operating within the domestic market until the Indian markets were thrown open to the world players. Once they faced the heat of the competition in terms of quality and cost, the domestic organisation also started looking for strategies to improve their performance to sustain in the marketplace in pursuit of achieving the objectives, a large number of manufacturing organisations in India strategised to implement quality management practices. Few researchers (Lee et al., 2017; Singh et al., 2020) stated that as technological changes intensify and product life cycles shrink, the organisations face increasing pressure to develop the new products.

Though the quality was a strategic tool which remained to assess the organisations' competitive position and increased profitability (Reichheld and Sasser, 1990), the rise in customer demand and intense competition led to the understanding that quality may not be the adequate factor for providing a firm with the edge. It was believed that customer value is an important source for providing an advantage to firms in market rivalry (Woodruff, 1997). Only satisfying customers may not lead to positive behavioural intentions (Tam, 2004). A simultaneous influence of the three constructs namely service quality, satisfaction, and value is crucial for understanding the service encounter outcomes leading to behavioural intentions. Measuring only the subsets or ignoring any one of these three constructs will confuse the understanding on behavioural intentions of the firm (Cronin et al., 2000; Dhiman et al., 2018). As such, for measuring service quality of hospitality education, all three constructs need to be evaluated together from the perspective of stakeholders to measure their behavioural intentions. Gavrea et al. (2011) state that strategy, leadership, quality, new developments, innovation in processes and employees all have a correlation with organisational performance. However, some researchers could not find any correlation between quality management practices and the performance of the organisation (Nair, 2006). Honeyenuga et al. (2019) have found that innovation has a direct impact on the performance of the organisation. Innovation helps the organisation to rapidly become a high-performance one. Parvadavardini et al. (2016) in another examined the positive relationship between quality management practices,

quality performance, and financial performance. Every organisation needs improvement in their organisational performance. Organisational performance is a description of the achievement of an organisation in the implementation of activities, programs, and policies to achieve the organisational vision, mission and goals (Wibowo et al., 2019).

Multinational companies could capture the market in many countries by applying the time-tested strategies of the western countries. However, applying the same strategies in the Indian market is a challenge as the peoples' mindsets and culture are different. Although multinational companies have made substantial growth in the Indian market, yet several companies have not been successful to realise their potential. Therefore, to reach the next level, they have to carry out their business operations in the Indian way by understanding consumer behaviour (McKinsey & Company, 2012; Manohar et al., 2019). In developing countries, where poverty is prevalent and financial and infrastructural resources are scarce and coupled with institutional voids, consumers develop the frugal attitude that results in unethical consumer behaviour (Agnihotri and Bhattacharya, 2019). Also, globalisation has been responsible for transforming the culture of spiritualism to materialism in an emerging economy like India and has negative implications on consumer behaviour (Gupta, 2012; Agnihotri and Bhattacharya, 2019). Callen and Ownbey (2003) also found a value system to be one of the key individual factors leading to unethical buying. Due to the absence of strict rules and regulations, consumers tend to adopt unethical means for enjoyment and fun which create a culture of low moral values. As identified by the participants, unethical means of having fun persistently may become a habit leading to mental ailment. Consequently, if a consumer is not content by marketer or producer may follow unethical means to take revenge from them rather than raising the concern on a legal platform. In spite of poverty, consumers assume that they can achieve a higher social status in society through unethical means. This can be substantiated by the increasing consumption of fake products, pirated software, and illegal download of music and movies, etc. (Tjiptono et al., 2017; Mittal et al., 2020). Subsequently, revenge, convenience and social status intensify buyer's desires thereby encouraging immoral consumerism. This intense desire overpowers the consumer's mind and one develops a casual attitude and becomes ignorant about ethical buying practices.

Workforce diversity is also an emerging challenge in the Indian business environment. The present business environment is increasingly experiencing a diverse and dynamic workplace due to a blend of employees from different generations and intellectual orientation (Singh, 2017). This multigenerational workforce is influencing the workplace with diverse work behaviour. People from the same generational cohort develop certain shared 'generational characteristics', which affect their perspective on life and work (Dries et al., 2008; Glass, 2007; Kupperschmidt, 2000). Further, it is believed that their characteristics affect their work style, work ethics, communication preferences, learning preference's, leadership style preferences, perception of organisation hierarchy, how they manage change, inclination toward teamwork, career expectation, and motivational drives, etc. (Malhotra, 2018). Therefore, by exploring each generation of employees, organisations can understand the learning preferences and attitude towards change acceptance of all of them separately. This will help organisations to align, adjust and accommodate the diverse workforce with revolutionary change. Generation X works for their paycheck, and show a very low level of company loyalty (Hatfield, 2002). Generation X is also characterised as ambitious and always eager to learn new skills, however, they like to accomplish things on their own terms (Kane,

2017). Besides, Generation Y lives in the virtual world of computers, cell phones, instant messaging, and the internet, etc. (Oblinger, 2003). This is a smart, creative, proactive and achievement-oriented generation. Generation Y employees seek personal growth, meaningful careers and mentors to motivate and facilitate their professional development. They have profound opportunities and therefore do not want to stay in one job for the long-time. Generation Z is always online and lives in a virtual world. They like socialising through technology. They are practical, intelligent, brave, and like to have changed. They look to the internet to solve any kind of problem (Tari, 2011). The *Forbes Magazine Survey* made in the year 2018 has characterised Generation Z as the first real global generation having technology in their blood. They have grown up in an uncertain and complex environment which determines their opinions about work, education and the world (Andrea et al., 2016; Aggarwal et al., 2019). The contribution of India's service sector in the gross domestic products (GDP) and its increasing share in trade and investment have been quite successful in drawing global attention. IT organisations in India provide an edge over its global competitors due to the abundant availability of the skilled human resource. However, these organisations are often plagued with multiple challenges. For instance: changes in the working environment, technology, development of the global workforce, practices and policies around multi-cultural diversity and inclusion, ethic sensitivity, and cultural value creation (Dana, 2015). These organisations, therefore, need to look at workforce diversity, while attracting and retaining talent, ensuring cultural fitment, empowerment to decision-making, skill development based on strengths and other factors such as managing flexible working hours, work-life balance which are a few practices can support individuals to be more productive and yet avoid burnout (Kumar and Patrick, 2018a, 2018b).

Organisational leaders need to engage employees for better development and productivity. Flourishing in this context can be considered to play a key role in employee Well-being, capitalising on employee talent thereof (Snyder et al., 2013; Aggarwal et al., 2020). Well-being in the workplace has gradually been gaining more focus in the business agenda (Tehrani et al., 2007); however, from the organisations perspective, it is important to create an environment of empowerment which is a key predictor of engagement, trust and flourishing. This would encourage organisational leaders to create a positive work culture, practice positive behaviours, acknowledge an individual's contribution, develop their strengths, empower and build trust in the workplace (Kumar and Patrick, 2019; Mittal et al., 2019; McQuaid, 2016; Aggarwal and Singh, 2016).

The special issue on 'Emerging research issues in management, commerce and economics' includes eleven selected papers addressing the above discussed emerging issues in the business environment and are compiled as follows:

- 1 'Seasonal anomalies in emerging markets: an empirical analysis for Indonesia'. Authors: Dinesh Jaisinghani, Mahesh Ramalingam and Muskan Kaur.
- 2 'Positive leadership drives work engagement: a perception study of information technology employees'. Authors: R. Sunil Kumar and Harold Andrew Patrick.
- 3 'An evaluation of the scales adapted for examining the job demands-resources model in an Indian policing context'. Authors: Anil Kumar and Sarang Narula.
- 4 'Popularity of Facebook hotel brand-page posts among consumers: a study of top ten international and domestic hospitality brands in India'. Authors: Pratibha Singh, Neena Sinha and Manali Gupta.

- 5 'Need of measuring service quality in hospitality education: a conceptual framework'. Authors: Pratik Ghosh and Deepika Jhamb.
- 6 'Learning preferences and attitude towards change acceptance of diverse generational workforce in digital era'. Authors: Kim Menezes and Preeti Malhotra.
- 7 'Quality management practices and organisational performance – a study of Indian manufacturing organisations'. Authors: Sanjiv Gupta and Nilesh Arora.
- 8 'Mediating effect of psychological empowerment in the relationship between positive leadership behaviour and flourishing'. Authors: R. Sunil Kumar and Harold Andrew Patrick.
- 9 'Decoding unethical youth buying behaviour: fair trade and unfair means'. Authors: Archana Shrivastava, Kanchan Tolani, Sancheeta Pugalia and Geetika Jain.
- 10 'Human resource accounting disclosure practices of Indian IT companies'. Authors: Liaqat Ali and Anuradha Barda.
- 11 'Corporate social responsibility and financial performance in selected companies of India: an event study approach'. Authors: Miklesh Prasad Yadav, Neena Sinha and Timcy Sachdeva.

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