

## **Doctoral Dissertation Abstracts**

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### **A Study of Financial Performance of Selected Firms in Automobile Sector in India**

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Financial Performance of selected automobile manufacturer firm listed at BSE, India has been analyzed and measured accounting and marketing based measures. Seven identified dimensions of financial performance viz: Profitability, Efficiency, Growth, Liquidity, Leverage, Market value and Risk ; and a conceptual model of financial performance based on the key financial determinants identified empirically in course of study has been proposed. Secondary data collected from annual reports in the segment of '2/3 Wheelers', 'Cars and Utility' and 'Commercial Vehicles'. Hausmann test was conducted to make the choice for applicability between 'Fixed Effect Model' and Random Effects Model' for panel data analysis. Bruesch Pagan Lagrange Multiplier test resulted in selection of Ordinary Least Square model for analyzing the collected data. So, multiple regression and correlation analysis was applied through SPSS 21.0 and Stata 10.0 after assessment of data quality through Normality, Heteroscedasticity, Autocorrelation and Multicollinearity. It has been resulted that Capital Structure, Asset Tangibility, Operating Profit, along with Non-Debt Tax Shield and Capital intensity had positive impact, on the other hand Size of the firm, leverage, Research and Development Intensity had negative impact on financial performance based on accounting measure. Operating Profit Ratio and Dividend Payout Ratio had positive impact and Liquidity and Size had negative impact on financial performance based on marketing measure. The study explored that it is the belief of the investors that automobile firms should increase the profitability on employed fixed assets rather only increasing the size of the firm.

**Keywords:** Financial Performance, Automobile Sector, Selected Firms, Panel Data Analysis, Ordinary Least Square Model, Correlation and Regression Analysis.

## **A Study of Financial Management Practices, Systems and Approaches in Areca Sector in the Malnad Region of Karnataka**

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Areca is an important plantation crop, cultivated primarily to obtain its kernel (Arecanut) for its commercial, economic, religious, cultural and medicinal importance especially in the Malnad region of Karnataka in India. The areca sector has witnessed high volatility of prices. Coupled with this, the players in the sector; especially the farmers do not have a common approach with respect to Investment, Financing and Revenue appropriation, which are core essence of Financial Management.

Hence the study has focused on Financial Management aspects in Areca Farming, where different dimensions like Investment Analysis, Investment Planning, Financing Activity, Viability Analysis, Cost Control, Capital Acquisition, and Income Appropriation are revealed among the farmers. Simultaneously an attempt to identify approaches to farm viability through solvency (growth), profitability (income) and liquidity (cash flow) is also made, which supports effective application of the principles of Financial Management in Areca Farming.

The study is undertaken under three segments; First one related to Survey in the region regarding prevailing Systems, Practices and Approaches. The second one related to Investment Analysis in Areca farming vis-à-vis Investment, Income, Expenditure, Profitability, NPV and ROI. The third one is related to Inferential Analysis based on hypotheses on Systems, Practices and Approaches in the Malnad region.

The study has enabled the author to provide appropriate suggestion to various stakeholders in improving the current status in the Areca Farming sector.

**Keywords:** Financial Management, Areca Farming, Malnad, Solvency, Profitability, Liquidity, Investment, Capital.

**The Effect of Transformational and Transactional Leadership Styles on the Financial Performance of an Organisation -A Study Based on SMEs**

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In small and medium sized enterprises (SMEs), the leadership style of the top management can have a strong impact on the performance of the firm. The purpose of this study is to analyse the impact of two major leadership styles, transformational and transactional leadership, on the financial performance directly and through creativity, innovativeness and entrepreneurial orientation indirectly. The integrated model developed in this study serves to provide a useful framework for the SMEs to decide which style of leadership to be followed. The role of leadership style in interpreting business's financial performance will complement the leadership literature.

Drawing on a sample of 357 key informants of SMEs from India, analysing was done with PLS-SEM and with the aid of WarpPLS 5.0 software, in which these constructs are linked. The exhaustive measurement scale operationalised by this study, can be applied to any industry sector to find how these two leadership styles impact the growth, profitability and hence the overall financial performance of an organisation.

The results indicate that transformational leadership style has a positive direct impact on creativity, innovativeness, entrepreneurial orientation and financial performance of SMEs. Our results indicate that transformational leadership might be an appropriate approach for the management for maximising the financial performance in SMEs.

This research and findings will add to the existing body of knowledge with several theoretical contributions that serve to confirm, clarify and extend previous knowledge in the areas of leadership styles and performance of SME literature.

**Keywords:** Transformational, Transactional, Leadership, Financial Performance.

## **Potential of Human Resource Interventions: A Study of Select Government Departments in West Bengal**

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The study deals with the people factor at workspace with the understanding of the concept of human resource management and element of human resource interventions at the public domain. Literature of the study revolves round with workspace dynamics, leadership traits, fundamentals of ethics, element of motivation at work, notion of rightful employee engagement in the work place, job satisfaction effecting employee and the element of organizational development. On this backdrop five public departments in Government of West Bengal primarily allocated for service sector of the state economy namely Labour, Technical Education & Training, Health & Family Welfare, Commerce & Industries & Higher Education departments have been considered in the study. A research scale in the name of "Potential Assessment of Human Resource Interventions in Public Departments" i.e. PAHRI-PD Scale has been designed on the lines of five broad domains of strategic human resource interventions viz., employment, management and development, measurement & acknowledgement, departmental culture and nurturing human resource in the study. The sources of data collection are essentially through primary and secondary collection methods comprising four categories of employees. The study makes a modest attempt to explore the real life application of HR interventions with a strategic outlook in the public sector.

## **Usage of HR Analytics and Challenges Encountered by Singapore Based Companies**

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Informed decision making has become the order of the day and in the recent years, there is a growing belief that HR analytics could be the area that would make HRM's relevance to strategic management. Though many organizations have realized the need for HR analytics and started using this fervently, they had to face lot of challenges to adopt and use HR analytics to their advantage.

Against this background, this study is taken up in the context of Singapore. As part of this research, 48 organisations belonging to different sectors were identified and HR professionals working in these organisations were contacted to understand the extent of HR analytics usage and specific challenges faced by them. Purposive sampling was used to pick 236 HR professionals and a structured online questionnaire was administered on them. Besides this, 42 senior HR personnel were also contacted to have in-depth insights into the way HR analytics was used in the respective companies. All in all, the study could figure out major factors having a strong and direct influence on usage of HR analytics. The result of this study should make a good contribution to address some of the challenges faced by Singapore based companies.

**Keywords:** HR Analytics, Challenges with HR analytics, Singapore usage of HR analytics, usage of analytics in HR