



SRI BALAJI SOCIETYS

The Balajian

JOURNAL OF MANAGEMENT RESEARCH

INSIGHTS

- Unveiling the Link: Exploring the Impact of Perceived Organizational Stress on Employee Engagement in Banking Sector
- A Study on Effect of Job Stress on Quality of Work life among Working Women in IT Profession – A Review of Literature
- A Study of Digital Education – Recent Initiatives and Advancement with respect to Degree Colleges of Pune City
- Post-Pandemic Competencies for Employability: A Comprehensive Literature Review of MBA Graduates
- Managerial Response to Business Decline and Failure in India: An Application-Oriented Perspective on Gaps in Knowledge and Theory Formulation
- Employee Expectations at Virtual Workplace and its Impact on Employee Experience: Role of Virtual Leader
- A Study of Customer Perception and its Impact on Buying Behaviour with Special Reference to Augmented Reality in Retail Industry
- How UPS has Lasted for More Than a Century: An Analysis of its Style of Leadership and Working
- A Study on Customer Perception Towards Electric Vehicle w.r.t PuneSuraj Savant, Samir Mishra and Binod Sinha
- Navigating the Century of Digital Entrepreneurship: A Forward-Thinking Perspective
- Book Review: The Lean Start-up - How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses

SRI BALAJI SOCIETYS
The Balajian
JOURNAL OF MANAGEMENT RESEARCH

About Journal

The first edition of Sri Balaji Societys The Balajian Journal of Management Research was published in the year 2023. It is a biannual, double-blind peer-reviewed journal, in English, published in online format. Its primary aim is to disseminate original empirical and conceptual research spanning the management discipline. The journal welcomes submissions of full-length research papers, management cases, article reviews, perspective-based pieces, and book reviews.

Aims and Scope

Sri Balaji Societys The Balajian Journal of Management Research stands as a beacon of scholarly rigor, boasting a rigorous peer- review process. As a bi-annual publication, it serves as a vibrant arena for intellectual discourse across management discipline. Our esteemed journal features a variety of research articles, case studies, and insightful book reviews contributed by esteemed scholars and established researchers.

Published by Sri Balaji University, Pune
Survey No.55/2-7, Tathawade,
Off Mumbai-Bangalore Bypass, Pune - 411 033

Printed by M/s. Printrade Issues (India) Pvt. Ltd.
EL-179, TTC Industrial Area, Electronic Zone,
Near Mahape Telephone Exchange, Mahape, Navi Mumbai - 400 710



Chief Editor

Prof. Parmanandhan Balasubramanian, Chancellor, Sri Balaji University Pune,
paramanandhan_b@sbup.edu.in

Editor

Dr Manisha Nitin Paliwal, Professor and Deputy Head, Research and Development Cell; Head of
Entrepreneurship Development and Incubation Centre, Sri Balaji University Pune
manisha.paliwal@sbup.edu.in / editor@sbup.edu.in

Editorial Board Members

1. Dr. G.K.Shirude, Vice-Chancellor, Sri Balaji University Pune, vicechancellor@sbup.edu.in
2. Dr. Dimple Saini Dean, Senior Director - Corporate Relations, HOD - Operations & Supply Chain, Sri Balaji University Pune, dsaini@sbup.edu.in
3. Dr. Biju Pillai Director, Balaji Institute of International Business (BIIB), Senior Director (IT & Admissions), Dean - Faculty of Commerce & Management Dean, Commerce and Management, Sri Balaji University Pune, biju@biibpune.edu.in
4. Dr. Anil Keskar Head, Research and Development Cell, Sri Balaji University Pune, anil.keskar@sbup.edu.in
5. Dr. Binod Sinha Professor, Balaji Institute of Modern Management (BIMM), Sri Balaji University Pune, binod.sinha@bimmpune.edu.in
6. Dr. Dhanraj Tambuskar Professor, Balaji Institute of Modern Management (BIMM), Sri Balaji University Pune, dhanraj.tambuskar@bimmpune.edu.in
7. Dr. Leena Dam Professor, Balaji Institute of Management and Human Resource Department(BIMHRD), Sri Balaji University Pune, leena.dam@sbup.edu.in
8. Dr. Nutan Samdani Associate Professor, Balaji Institute of Modern Management (BIMM), Sri Balaji University Pune, nutan.samdani@bimmpune.edu.in
9. Dr. Pathak Ganesh Pandit Associate Professor, Balaji Institute of Modern Management (BIMM), Sri Balaji University Pune, ganesh.pathak@bimmpune.edu.in
10. Dr. Nilam Upasani Associate Professor, Balaji Institute of Technology Management (BITM), Sri Balaji University Pune, nilam.upasani@bitmpune.edu.in

Advisory Board Members

1. Dr. Bhimraya Metri Director, IIM Nagpur, Maharashtra
2. Dr. S.V.D. Nageswara Rao Professor, Shailesh J Mehta School of Management, IIT Mumbai, Powai, Maharashtra
3. Dr. Vijay Khare Dean Faculty of Humanities, Senior Professor & Head, Department of Defence and Strategic Studies (DDSS), Savitribai Phule Pune University, Pune, Maharashtra
4. Prof. Javaid Akhtar Professor, Business Administration, Aligarh Muslim University, Aligarh, Uttar Pradesh
5. Dr. Prasad Roodagi Director & Professor, Global Business School, Hubli, Karnataka
6. Dr. B. V. Sangvikar Professor, Department of Management Science, (PUMBA). Savitribai Phule Pune University, Pune, Maharashtra
7. Dr. Santosh Vishnupant Bhawe Director, Bharat Forge Ltd. Pune, Maharashtra
8. Dr. C. N. Rawal Ex-Principal Brihan Maharashtra College of Commerce (BMCC), Pune, Maharashtra
9. Dr. Lalitagauri Kulkarni Associate Professor, Gokhale Institute of Politics and Economics, Pune, Maharashtra.



Prof. B. Paramanandhan
Chief Editor

A Heartfelt Welcome From The Chief Editor

Dear Esteemed Readers,

With immense pride and joy, I extend a warm and gracious welcome to each of you as we celebrate the inaugural edition of the Sri Balaji Societys The Balajian Journal of Management Research. This remarkable initiative bears the visionary hallmark of Prof. Dr. (Col) A. Balasubramanian, the esteemed Founder Chancellor of Sri Balaji University, Pune.

Sri Balaji Societys The Balajian Journal of Management Research, aspires to be a ground for in-depth discussions, reflective insights, astute analysis, and constructive dialogues centred around the ever-evolving landscape of management science., We extend a heartfelt invitation to you all to partake in exploring, scrutinizing, and critiquing the prevailing trends that permeate the diverse tapestry of management disciplines.

Our editorial team is delighted to invite distinguished academicians, pioneering research scholars, and eminent industry experts to grace our journal with their invaluable contributions.

We earnestly encourage authors to share their scholarly endeavours in varied forms, including compelling case studies, meticulously crafted research papers, succinct Ph.D. synopses, and insightful monographs. Every submission will undergo a meticulous double-blind review process, thoughtfully steered by an esteemed panel of venerable academicians and seasoned practitioners.

The journal's guiding principle is to serve as a dynamic and vibrant forum, dedicated to addressing pivotal issues within the realm of management science. Through the publication of rigorously grounded research, perceptive applied analyses, and stimulating conceptual insights, we aim to elevate the discourse surrounding business and management. This collaborative effort is built on the foundation of meticulous empirical investigations and indepth theoretical analyses that collectively improve the

**The journal's
guiding principle is
to serve as a
dynamic and vibrant
forum, dedicated to
addressing pivotal
issues within the
realm of
management
science.**

corpus of knowledge in our field.

We extend an open-ended invitation to researchers to delve into management discipline.

As we embark on this exciting intellectual journey together, I extend my heartfelt gratitude to each of you, our esteemed readers, for being an integral part of this collaborative endeavour. Your engagement, both in perusing and contributing to this journal, will indubitably shape and invigorate the narrative of management research.

We look forward to working with you, our authors, reviewers, and readers. Your ideas, thoughts, and discussions about how we can move forward are always welcome.

Welcome to Sri Balaji Societys The Balajian Journal of Management Research, where the spirit of scholarship converges, and knowledge thrives.

With best regards for the year ahead,

Prof. B. Paramanandhan
Chief Editor

I extend my heartfelt gratitude to each of you, our esteemed readers, for being an integral part of this collaborative endeavour. Your engagement, both in perusing and contributing to this journal, will indubitably shape and invigorate the narrative of management research.



Dr. Manisha Nitin Paliwal
Editor

Recognizing the diverse scholarly landscape, we have strived to create a journal that embraces all facets of management studies. BJMR extends its arms to embrace original research papers, critical reviews, case studies, and book reviews, fostering a space for discourse on contemporary and future issues across diverse management fields in both developing and developed economies.

Editorial

I am delighted to write the Editorial for the Inaugural Issue of Sri Balaji Society's The Balajian Journal of Management Research, a culmination of extensive groundwork at Sri Balaji University Pune. This emerges from the collective efforts of our academic community, reflecting a vision that took root in 2022.

As we celebrate academic excellence, the timing of this journal's inception is truly momentous. A dedicated team of accomplished faculty members embarked on the task of meticulously shaping this journal. During the last year, this team worked hard to translate this dream into reality through a meticulous process that involved, inviting renowned management scholars to join the Editorial Advisory Board, negotiations with many publishers and finally, selecting the scope of the journal. The wholehearted support of the Advisory Board at Sri Balaji University Pune has been instrumental in bringing this journal to actualization. Gratitude is owed to our editorial team, peer reviewers, and the university's faculty and staff, whose steadfast commitment has catalysed this accelerated progress.

The call for papers was initiated in July 2023, highlighting that Sri Balaji Society's The Balajian Journal of Management Research is a bi-annual, double-blind peer-reviewed international journal poised to showcase original empirical and conceptual research across the spectrum of management.

Management, as a dynamic and interdisciplinary field, is in a constant state of evolution. Thus, the decision to shape Sri Balaji Society's The Balajian Journal of Management Research as an encompassing platform was a deliberate one. Recognizing the diverse scholarly landscape, we have strived to create a journal that embraces all facets of management studies. BJMR extends its arms to embrace original research papers, critical reviews, case studies, and book reviews, fostering a space for discourse on contemporary and future issues across diverse management fields in both developing and developed economies.

Our focus is on catering to a wide audience, encompassing students, scholars, researchers, practitioners, managers, and decision-makers intrigued by management conundrums. Deliberately following the path of open access, the choice to establish Sri Balaji Society's The Balajian Journal of Management

Research as an open-access journal is another considered decision. Endorsed fully by Sri Balaji University Pune, the publication of this journal stands independent of any author publication fees. This commitment ensures that those who entrust us with their work experience the gratification of their articles reaching a broader audience, free of charge, thereby facilitating the far-reaching dissemination of their scholarly contributions.

We ask that you read and spread the word about Sri Balaji Societys The Balajian Journal of Management Research. We also encourage you to send us your feedback and suggestions on how we can improve the journal.

Dr. Manisha Nitin Paliwal

Editor

Submission Guidelines for The Balajian - Journal of Management Research

Thank you for considering submitting your manuscript to
The Balajian - Journal of Management Research

Please carefully review the following guidelines before submitting your work:

Research and Publishing Ethics

1. Your submitted manuscript must be original and should not have been previously published in its current or similar form.
2. Ensure you have obtained written permission to use any third-party material included in your manuscript.
3. All data, program code, and methods mentioned in your article must be appropriately cited and fully referenced.
4. The use of generative AI tools or LLMs to copywrite any part of an article, including the abstract and literature review, is not permissible.

Manuscript Submission

1. Submit your manuscript online to editor@sbup.edu.in.
2. By submitting your manuscript, you confirm that the work is original, not under consideration elsewhere, and has been approved by all co-authors and relevant authorities.
3. The publisher holds no legal responsibility for claims of compensation related to published content.
4. After acceptance, the copyright form must be completed and submitted before finalizing the submission.
5. Authors are encouraged to declare any conflicts of interest.

Basic Formatting Guidelines

Submit a single MS Word file containing:

- a. Title of the Article
- b. Author Name and Designation
- c. Email
- d. Abstract (max 200 words) and 4-6 Keywords
- e. Introduction
- f. Literature Review
- g. Research Methodology
- h. Results and Discussions
- i. Conclusion
- j. Research & Managerial Implications

- k. Scope for Future Research

1. Limitations of the Study

- m. References

Abstract and Cover Page

1. The abstract should succinctly summarize the entire paper in 200 words or less and include 4-6 keywords.
2. Manuscripts should include a cover page with:
 - Article title
 - Author/s' names and designations
 - Phone numbers
 - Email addresses
 - Corresponding author's name for communication

Formatting Guidelines

- **Font:** Times New Roman, 12-point
- **Main Headings:** 12-point 'Times New Roman Bold Font (Uppercase)' with Roman numbering (I, II, III, IV, ...)
- **First-level Sub Headings:** 12-point 'Times New Roman Bold Font (Capitalize Each Word)' with capital alphabet numbering (A, B, C, ...)
- **Second-level Sub Headings:** 12-point 'Times New Roman Bold Italics Font (Capitalize Each Word)' with small alphabet numbering (a, b, c, ...)
- **Text:** 12-point 'Times New Roman Font' (Unbolted, non-italics)
- **Line spacing:** Double
- **Margins:** 1 inch (2.54 cm) on all sides
- **Citation Style:** APA

Tables, Figures, and Images

- Number and cite tables, figures, and images separately within the text.
- Sources for tables, figures, and images should be mentioned.

Types of Contributions

1. Full-length articles (5000–7000 words): Original research papers
2. Management Cases (5000–7000 words)
3. Review of articles (up to 5000 words): Critical literary reviews
4. Perspective articles (1000–3000 words): Opinion-based articles
5. Book reviews (800–1200 words)

Guidelines for Contribution to BJMR

1. **Full-Length Articles** (5000–7000 words): Original Research Papers

Original research papers should present significant and novel findings related to management research.

- a. Title of the Article
- b. Author Name and Designation
- c. Email
- d. Abstract (max 200 words) and 4-6 Keywords
- e. Introduction
- f. Literature Review
- g. Research Methodology
- h. Results and Discussions
- i. Conclusion
- j. Research & Managerial Implications
- k. Scope for Future Research
- l. Limitations of the Study
- m. References

2. **Management Cases** (5000–7000 words)

- a. Title
- b. Abstract (max 200 words) and 4-6 Keywords
- c. Introduction
- d. Case Description
- e. Analysis
- f. Discussion
- g. Conclusion
- h. References

3. **Review of Articles** (Up to 5000 words): Critical Literary Reviews

- a. Title
- b. Abstract (max 200 words) and 4-6 Keywords
- c. Introduction
- d. Literature Review
- e. Research Methodology
- f. Discussion and Analysis
- g. Conclusion
- h. References

4. **Perspective Articles** (1000–2000 words): Opinion-Based Articles

Articles should be 3-5 pages long (about 2000 words) and have the words '**A Perspective Article**' in the title.

- a. Heading
- b. 1 paragraph introduction

- c. 2-3 paragraphs past research or practice summary
- d. 2-3 paragraphs future research agenda and suggestion
- e. 1 paragraph conclusion
- f. Needs to include 1 figure or table (author created)
- g. References- at least 3-5

5. **Book Reviews** (800–1200 words)

- a. Abstract (max 100 words) and 4-5 Keywords
- b. Title
- c. Author and Book Information.
- d. Introduction
- e. Summary
- f. Critical Evaluation
- g. Recommendation
- h. Conclusion

We appreciate your commitment to contributing to "The Balajian - Journal of Management Research" and encourage adherence to these guidelines for each type of contribution. If you have any further questions or need assistance, please do not hesitate to contact the Editor or Journal Editorial Office.

For any submission-related queries, inquiries about your manuscript's status, or other concerns, please contact the Editor or Journal Editorial Office.

Editorial Team Details

Call us on Ph No: 020 - 66741285 or drop a mail in editor@sbup.edu.in

Thank you for considering "The Balajian - Journal of Management Research" for your scholarly contributions.

We look forward to receiving your submission.