



PROCEEDINGS FULL PAPERS

**4th Interdisciplinary Conference of Management
Researchers**

“Sharing & Inclusion for Shaping the Future”



Faculty of Management Studies
Sabaragamuwa University of Sri Lanka, Belihuloya
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PREFACE

Recognizing the importance of having an intellectual dialogue on Sharing & Inclusion, the 4th Interdisciplinary Conference of Management Researchers (4th ICMR 2019) is organized by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka. Four eminent Professors in Management related fields namely, Professor Khairil Wahidin Awang, Professor Arosha S. Adikaram, Prof. Brian Park and Professor D.A.I. Dayaratne will take part in the conference as keynote speakers to share them incites under the theme of ***“Sharing & Inclusion for Shaping the Future”***. More than seventy five peer reviewed research papers will be presented in six different tracks namely, Environmental Management & Sustainability, Financial Management, General Management, Marketing Management, Human Resources Management and Tourism & Hospitality Management. This conference provides a great opportunity for the researchers, professionals, policy makers, undergraduates from different management fields to discuss and share their research findings relating to key global issues, especially, the application of sharing and inclusion practices to the field of management. Further, this will provide a platform for the researchers to develop a global network in their disciplines.

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MESSAGE FROM THE VICE-CHANCELLOR



“Ayubowan”

As the Vice-Chancellor and an academic work for the Sabaragamuwa University of Sri Lanka from the inception, I warmly extend my heartiest gratitude to the 4th Interdisciplinary Conference of Management Researchers (ICMR 2019), capturing the theme of “Sharing & Inclusion for Shaping the Future”. Notably, sharing instead of owning resources has become a pathway to sustainability. As a result, sharing economy phenomenon has become a novel playground for researchers. In addition, moving towards inclusive organizations in which all stakeholders have access to information, resources, and the capacity to fully contribute to the proper function of the organization regardless of the diversity is also important to thrive amidst the challenges. Thus, I believe these fields deserve more systematic investigations which will be helping to create a better future for everyone.

The Faculty of Management Studies is one of the largest faculties in the university with highly competent and hardworking academic staff to initiate its 4th research conference this grand scale with all challenges. I am also glad to know that a large number of academics and scholars are expected to participate in this conference. As such, I am sure this conference would be an ideal platform for researchers to share their knowledge in diverse disciplines.

Organizing an international conference is always a big challenge and I am confident that the Dean of the Faculty of Management Studies, Conference Chair and our young energetic academics will hold this conference to the expectations of the world academic community. I extend my congratulations to all the presenters, the Dean of the Faculty, organizing committee of the conference and wish them all success.

I wish happiest time in Sri Lanka for all the overseas delegates and an enlightening conference for all the researchers, academics, students, practitioners and policymakers.

Prof. M. Sunil Shantha

Vice-Chancellor

Sabaragamuwa University of Sri Lanka

October 2019

MESSAGE FROM THE CONFERENCE CHAIR



On behalf of the Organizing Committee, I would like to cordially welcome distinguished guests, keynote speakers, delegates, sponsors, presenters and participants to the 4th Interdisciplinary Conference of Management Researchers (ICMR - 2019) organized by Faculty of Management Studies, Sabaragamuwa University of Sri Lanka on the theme of “Sharing and Inclusion for Shaping the Future”.

The theme of the conference is “Sharing and Inclusion for Shaping the Future” which has drawn the attention among both industrialists and academia as it helps to reach sustainable development. The key to growth of the world is now accelerated by sharing resources between nations, organizations and individuals. While the emerging world is restoring global growth, global trade and investment balances, the advanced world is bringing innovation, new technology and new approaches to production and services. This needs to develop new strategies and partnership to lift global growth and support rebalancing. As the boundaries of the organizations are diminishing very fast, it becomes more important and easier to synergize efforts of the different parties in accelerating the growth through sharing and inclusion.

The symposium will serve as an ideal platform for researchers, academicians, practitioners, and industrialists to share ideas, collaborations and cooperation in the field of Management. Especially, the participation and contribution of young researchers in this forum will pave the way for a better future. The success of 4th ICMR depends on the immense contribution of many people who have worked with us in planning and organizing this event. Therefore, I would like to thank all of them for their guidance, support and motivation to make the 4th Interdisciplinary Conference of Management Researchers (ICMR -2019) a success one.

I wish the symposium a success!

Dr. D. G. Dharmarathna

Conference Chair - 4th ICMR

October 2019

MESSAGE FROM THE DEAN, FACULTY OF MANAGEMENT STUDIES



It gives me immense pleasure to write this message for the 4th Interdisciplinary Conference of Management Researchers (4th ICMR) organized by the Faculty of Management Studies of the Sabaragamuwa University of Sri Lanka on the theme “Sharing and Inclusion for Shaping the Future”. I believe this is a timely and important theme for the country, as well for the world, while the conference is an ideal platform for researchers to share their knowledge in the field of Management and other related disciplines.

The Faculty of Management Studies is accredited as an “A” Graded Faculty by the Quality Assurance Council of the University Grants Commission recently, with “A” Grades for all its degree programs. Being a state university and a consumer of public funds, we are highly conscious of the need for academic excellence. The faculty is dedicated to the pursuit of an excellent teaching and research culture, to deliver high quality education in a picturesque and peaceful environment, for our students and all other stakeholders. We have identified our academic responsibilities, hence organizing these academic conferences to create a global platform for researchers in different fields to research and disseminate solutions to emerging issues and challenges.

I take this opportunity to welcome and offer thanks to all our keynote speakers, distinguished guests and academics for their valuable contribution for our success. Also, I express my heartiest gratitude and appreciation to all the researchers who have produced excellent studies and who have stepped up to explore and present their valuable and significant findings at this research platform. I also take this opportunity to extend my deep appreciation to the conference chair, secretary, co-chairs and other members of the organizing committee for their commitment to ensure the success of this conference.

Wish you all the best!!

Prof. (Dr.) Athula Gnanapala

*Dean, Faculty of Management Studies
Sabaragamuwa University of Sri Lanka
October 2019*

MESSAGE FROM PROF. KHAIRIL WAHIDIN AWANG - KEYNOTE SPEAKER



I am very honoured to be invited as one of the three Key Note Speakers for the 4th Interdisciplinary Conference of Management Researchers (ICMR) 2019, hosted by the Sabaragamuwa University of Sri Lanka, specifically the Faculty of Management Studies of the university. My thank goes to the Vice Chancellor, Chairman, and Committee Members of the conference.

I am tasked to share what I know on an emerging scholarly theme, sharing economy, with participants of this conference. This shall be done within the parameter of the conference's theme entitled; Sharing and Inclusions for Shaping the Future.

Sharing economy is basically underpinned by a notion of sharing assets and services, therefore enhancing collaboration between consumers and the providers. In brief, sharing economy is an emerging phenomenon, which creates a win-win condition amongst stakeholders whereby under-utilized assets are used momentarily through monetary exchanges. The current 4th Industrial Revolution boosted by the increasingly sophisticated Internet takes this collaboration to a new height. This has somewhat redefined consumers and providers' role, through manifestation of new business models and at the same time creating new market, which also challenge conventional regulatory bodies. On the other hand, would such notion be one of the many forms of sustainability, a *mantera* scholars love to associate with the future of human kinds? This I shall further illustrate in my oral presentation during the conference.

Lastly, I would like to extend my sincere thank you and appreciation to the 4th ICMR's Chairman and Committee Members who sacrificed their precious time and thoughts to ensure the success of this conference, a profound platform in sharing knowledge beyond one's own discipline.

Prof. Khairil Wahidin Awang

Professor in Tourism

Faculty of Hospitality, Tourism and Wellness

Universiti Malaysia Kelantan, Malaysia

October 2019

MESSAGE FROM PROF. AROSHA S. ADIKARAM - KEYNOTE SPEAKER



It is an honor to be a keynote speaker of this event to share my thoughts on the topic of inclusion. To benefit from a rich and beautiful tapestry of talent, it is indisputable that organizations need to create inclusive work environments which recognize and embrace diversity and uniqueness, where all individuals are treated fairly and respectfully with equal access to opportunities and resources. While 'inclusion' has become a buzz word in modern organizations, whether we have really understood what it really entails and the responsibilities of businesses, management, and individual employees towards creating an inclusive workplace is questionable. As Diane Richler, past president of Inclusion International, once said, 'inclusion is not a strategy to help people fit into the system and structures which exist in our societies. It is about transforming those systems and structures to make it better for everyone. So how do we transform the existing systems and structures in organizations to create a better world - a better world of work - for everyone? To transform existing systems and structures, we will first need to transform our own selves by being self-reflective and looking inside us about how we see and behave towards diverse others. What are the attitudes, prejudices, and biases we carry about others in the society and at the workplace? What have our experiences in life taught us? Have these experiences, attitudes, prejudices, and biases, affect the manner in which we perceive and treat diversity - others not like us? While letting go of a lifetime of internalized prejudices, biases, and attitudes are not easy, it is the first thing we need to do in creating an inclusive culture, a work setting, where we are all open, flexible, patient and respectful towards differences in others. With this in place, transforming an organization to be inclusive will be a small task.

We will talk more about creating an inclusive workplace for a better world and our role in it on the 29th October 2019 at the conference. With that, I would like to convey my very best wishes for an effective, successful and productive conference. I am sure the paper presenters and the delegates will carry with them pleasant memories of the Conference.

Prof. Arosha S. Adikaram

Professor in HRM

Faculty of Management and Finance, University of Colombo

October 2019

MESSAGE FROM PROF. BRIAN PARK - KEYNOTE SPEAKER



I am honored to be invited as one of the Keynote Speakers for the 4th Interdisciplinary Conference of Management Researchers (ICMR) 2019, organized by Sabaragamuwa University in Sri Lanka. First of all, I extend my heartiest gratitude to Prof. M.S.M. Aslam for inviting me to participate in this conference. Second, I must thank the Vice Chancellor Prof. M. Sunil Shantha, Sabaragamuwa University in Sri Lanka, Prof. Athula Gnanapala, Dean, Faculty of Management Studies, and the Conference Committee for their efforts in organizing this event. I would like to elaborate on the conference day on, How to innovate the tea industry with Teaics? In addition, I will talk about what is the role of universities to encourage the innovations in tea industry.

Universities must foster the human resources necessary for the industry, and the talents use the knowledge learned from university to secure practical skills and materialize the knowledge learned from higher education as practical intellectual property. The intellectual properties develop the industry and share the profits with the society. The purpose of Teaics was to make tea use for various purposes with an academic system, not just at the cultural level like other kinds of drinks. The tea has huge amount of information compared to other beverages, and the information had been obtained from the ones who shared tea culture and tea small holders. They made effort to obtain the tea culture contents overcoming difficult conditions from BC 2700. Since it is the role of the professors and scholars who researched tea to make more effective use of the value on tea, 189 subjects of teaics were developed through a six-step process: experience-> recognition-> information-> knowledge-> theory-> science, study. Since the introduction of teaics, systemized tea studies have had one-word term and provided the opportunity to study tea at the knowledge system level. As a result, it is easier to collaborate with other studies and to classify knowledge in various ways. This provided a basis for using theories and sciences about teaics at a time and in a suitable place. Finally, I hope Sri Lanka and Korea will become more powerful countries through interdisciplinary research and cooperation.

Prof. Brian Park

*Chairman- Board of Direction in International Teaics School
October 2019*

4th Interdisciplinary Conference of Management Researchers
Sabaragamuwa University of Sri Lanka
29th – 30th October 2019

MESSAGE FROM PROF. D.A.I. DAYARATNE - KEYNOTE SPEAKER



I am glad to send a message for the 4th International Conference hosted by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka. This conference is particularly an imperative for the emerging researchers to share their intellectual thoughts in the presence of internally acclaimed academics. The scientific evidences are essential features for an economy to make policy decisions and Sri Lanka as an upper middle-income country, the scientific papers presented in this conference gain valuable economic sense. The theme selected by the faculty for the 4th research conference is *"Sharing and Inclusion for Shaping the Future"* which is relevant in the current global context as the world economies are sharpening their strategies to convert economic drivers into knowledge-based elements.

Past scientific evidences suggest that more the universities share the intellectual knowledge with the industry more the value is created for the economies. It is proud to note that the Faculty of Management Studies of Sabaragamuwa University of Sri Lanka fulfills its mission of sharing knowledge for the fourth consecutive year at this moment. As a publicly funded government university, while demonstrating the excellence in teaching and research, it is paramount important to reward the society by transforming the knowledge into intellectual property. Today, the intellectual property is recognized as a driving force for economic development and social well-being. In the context of current global challenges, which include climate change and public policy issues such as health and food security, human creativity and innovativeness will be essential in finding solutions for a sustainable future. My keynote speech in this conference mainly focuses on how university knowledge is converted into intellectual property and creating economic value for the innovative ideas emerged from the universities. Finally, I thank the organizing committee of this conference for giving me a space in the agenda to share my thoughts before the world recognized intellectual personalities. I wish this conference to be an immense success.

Prof. D.A.I. Dayaratne

Professor in Finance

Department of Accountancy & Finance, Sabaragamuwa University of Sri Lanka

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