



9th Interdisciplinary Conference of Management Researchers (ICMR 2024)

*"Synergy in Management Research:
Bridging AI and Human Intelligence"*

ABSTRACT PROCEEDINGS



FACULTY OF MANAGEMENT STUDIES
SABARAGAMUWA UNIVERSITY OF SRI LANKA



9th Interdisciplinary Conference of Management Researchers (ICMR 2024)

*Synergy in Management Research:
Bridging AI & Human Intelligence*

ABSTRACTS

Faculty of Management Studies
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PREFACE

Recognizing the importance of synergy in management research: bridging AI and human intelligence, the 9th Interdisciplinary Conference of Management Researchers (ICMR 2024) was organized by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka. Two eminent Professors in Management related fields namely, Prof. Ujjwal K. Chowdhury and Prof. T.C. Gamage attended the conference as keynote speakers to share their insights under the theme of “Synergy in Management Research: Bridging AI and Human Intelligence”. More than forty-one peer-reviewed research papers were presented under eleven different sessions namely, Finance I, Finance II, Human Resources Management, General Management I, General Management II, Entrepreneurship I, Entrepreneurship II, Marketing Management I, Marketing Management II, Tourism Management, and Technology Management. This conference provided a great opportunity for the researchers, professionals, policymakers, and undergraduates to discuss and share their research findings relating to key global issues in the field of management while providing them with a platform to develop a global network in their disciplines.

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MESSAGE FROM THE VICE-CHANCELLOR

It is my great pleasure to warmly welcome all participants to the 9th Interdisciplinary Conference of Management Researchers (ICMR), held from November 27th to 28th, 2024, at the Sabaragamuwa University of Sri Lanka. This year's conference theme, "Synergy in Management Research: Bridging AI and Human Intelligence," reflects the faculty's commitment to exploring the dynamic intersection of artificial intelligence and human insight in the field of management.



As an emerging research-oriented institution, Sabaragamuwa University is dedicated to fostering a vibrant research culture among our faculty and students. Since its inception by the Faculty of Management Studies in 2016, the ICMR has been instrumental in advancing our research mission, establishing a valuable platform for interdisciplinary collaboration and knowledge exchange.

I extend my sincere appreciation to all delegates, the Dean of the Faculty of Management Studies, and the organizing committee for their tireless efforts and dedication in bringing this important event to fulfillment. Their hard work and commitment are truly commendable, and I congratulate them on their successful coordination of this conference.

I would also like to express my gratitude to our sponsors for their generous support, which has been instrumental in encouraging and promoting academic research through their valuable sponsorships. I wish all participants an inspiring and enriching conference experience, leading to meaningful discussions and collaborations.

Prof. M. Sunil Shantha
Vice-Chancellor
Sabaragamuwa University of Sri Lanka

MESSAGE FROM THE DEAN

I am pleased to extend my warmest regards on the occasion of the 9th Interdisciplinary Conference of Management Researchers (ICMR), organized by the Research and Publication Unit, Faculty of Management Studies (FMS) at Sabaragamuwa University of Sri Lanka. This year's conference, themed "Synergy in Management Research: Bridging AI and Human Intelligence," highlights a pivotal area in management studies. As AI continues to evolve, its potential to revolutionize management research becomes increasingly apparent. Synergizing AI and human intelligence offer promising avenues to enhance research efficiency, accuracy, and innovation. By leveraging AI's data-processing and pattern-recognition capabilities alongside human expertise and intuition, management researchers can unlock new insights and solutions to complex problems.



In management, AI can streamline data analysis, uncover trends in consumer behavior, predict market shifts, and identify operational inefficiencies with remarkable precision. Meanwhile, human intelligence remains crucial in interpreting nuanced findings, understanding cultural contexts, and shaping ethical considerations. This collaborative approach allows AI to handle vast data sets while human experts bring context and strategic perspective.

As we explore ways to bridge AI and human intelligence, management research can move toward more adaptive, insightful, and human-centered outcomes. Integrating these strengths could not only refine research methodologies but also provide a balanced framework for addressing emerging business challenges in an increasingly data-driven world. I am confident that this conference will foster meaningful collaborations and drive forward-thinking discussions on the future of management research.

This conference offers an outstanding forum for researchers, academics, industry professionals, and policymakers to exchange ideas, collaborate, and build partnerships across the fields of Management and Social Sciences. The Faculty of Management Studies is proud to hold an "A" grade accreditation from the Quality Assurance Council of the University Grants Commission of Sri Lanka for all our degree programs.

As a public institution, we are dedicated to achieving academic excellence, embodied in our motto, "Nurturing the Paragon of Virtues." Our faculty is committed to fostering an environment of outstanding teaching and research and delivering high-quality education in a peaceful and inspiring setting. In line with our academic vision, the 9th ICMR serves as a global platform for diverse researchers to address pressing issues, generate insights, and share innovative solutions to current challenges.

I extend a warm welcome and sincere appreciation to our keynote speakers, distinguished guests, and academics participating virtually. Your expertise and contributions enrich this conference immensely. My heartfelt thanks also go out to the researchers who are presenting their valuable studies and findings on this platform, which contribute meaningfully to the body of knowledge.

Finally, I would like to recognize and thank the conference chair, secretary, co-chairs, and all organizing committee members for their dedication and hard work in making this conference a success.

Wishing everyone a productive and inspiring conference!

Prof. (Dr.) Athula Gnanapala
Dean- Faculty of Management Studies
Sabaragamuwa University of Sri Lanka

MESSAGE FROM THE CONFERENCE CHAIR: ICMR 2024

In a world where artificial intelligence has become the buzzword in every industry and field, academics and researchers must acknowledge their responsibility and commitment to bridging the knowledge gap in navigating this fast-paced technological change. Considering this timely need in contemporary research, the Interdisciplinary Conference of Management Researchers (ICMR)-2024 is organized under the theme of “Synergy in Management Research: Bridging AI and Human Intelligence”. The Faculty of



Management Studies of Sabaragamuwa University has consecutively organised this international conference for the last 8 years, and as the Conference Chair of its 9th edition, it was my privilege and honour to organise its 9th edition and be part of this inspiring journey. ICMR 2024 is an exciting opportunity for vibrant intellectual discussions and innovative collaboration in Management Studies, especially in emerging areas.

This year’s theme invites us to investigate how AI can enhance decision-making, foster innovation, and create value in management practices while also emphasizing the irreplaceable role of human intelligence in navigating ethical considerations and emotional nuances. Upon our invitation, we received scholarly work from researchers around the world, addressing various concerns bridging AI and Human Intelligence across several fields, which include Finance, Banking and Insurance, Business Management, Creativity and Innovation Management, Crisis and Disaster Management, Eco-business Management, Economics, Entrepreneurship and Small Business Management, Human Resource and Change Management, International Business and Global Sustainable Practices, Marketing Management, Supply Chain Management; and Tourism and Hospitality Management.

During the two days of the conference (27th and 28th of November 2024), we have an exciting line-up of keynote speakers, panel discussions, and research presentations designed to inspire and provoke thoughtful dialogue. I encourage you to engage fully with your peers and fellow researchers, share your insights, and embrace the spirit of collaboration that this conference embodies. Thank you for being part of this important dialogue. Together, let us explore how we can leverage the strengths of both AI and human intelligence to drive impactful management research.

Dr. U. Chathurika Edirisinghe
Conference Chair - 9th ICMR
Senior Lecturer
Faculty of Management Studies
Sabaragamuwa University of Sri Lanka

MESSAGE FROM THE CONFERENCE SECRETARY: ICMR 2024

As the Conference Secretary, it is my pleasure to warmly welcome you to the 9th International Conference on Management Research (ICMR) 2024, hosted by the Faculty of Management Studies. This distinguished event has brought together scholars, researchers, and industry leaders for eight consecutive years. This year, as we commemorate our ninth gathering, we are excited to facilitate meaningful discussions that have the potential to influence a wide range of economic sectors and drive forward new management paradigms.



I extend my sincere gratitude to all participants, contributors, and authors for their commitment and insightful work, which enriches this conference. Special thanks to the review committee for meticulous review work. I am looking forward to the insights of our esteemed keynote speakers, Professor Ujjwal K Chowdhury from Washington University of Science and Technology, USA, and Professor T.C. Gamage, Professor of Marketing at Sabaragamuwa University of Sri Lanka. I also wish to extend my appreciation to all invited session chairs, the advisory committee, and the organizing team members for their exceptional contributions to the success of this event.

Once again, I am delighted to welcome you, along with your colleagues and friends, to the 9th ICMR. May this be a rewarding and enjoyable experience for all.

Dr. Ganga Karunathilaka
Conference Secretary - 9th ICMR
Senior Lecturer
Faculty of Management Studies
Sabaragamuwa University of Sri Lanka

KEYNOTE SPEECH OF PROFESSOR UJJWAL K. CHOWDHURY

It is a true honor to join you today at the 9th Interdisciplinary Conference of Management Researchers (ICMR) hosted by Sabaragamuwa University of Sri Lanka. This esteemed event provides an invaluable platform for sharing insights that shape the future of management research. Against this dynamic backdrop, I am excited to delve into a theme that stands at the intersection of technology and human insight: the synergy between Artificial Intelligence (AI) and Human Creativity in transforming marketing practices.



In our rapidly evolving world, AI and Machine Learning (ML) are not just tools; they are catalysts redefining the core of marketing strategies. My keynote will explore how AI, when integrated thoughtfully, serves as a powerful partner to human creativity, enhancing rather than replacing it. This collaboration enables the development of campaigns that are both innovative and deeply resonant with audiences.

I will draw on examples from industry pioneers, such as Spotify's personalized music recommendations, Netflix's curated content, Sephora's interactive beauty experiences, and Myntra's tailored fashion suggestions. These cases illustrate a new paradigm where AI amplifies human ingenuity, allowing brands to achieve unprecedented impact.

Through these illustrations, I aim to show how leading organizations are blending AI-driven insights with human intuition to craft campaigns that are more engaging, effective, and impactful. This approach not only signifies a shift in how we think about marketing but also points to a future where technology and human intelligence seamlessly work together, fostering richer, more meaningful connections with consumers. Together, we stand at the forefront of a transformative era in marketing—one where AI and human insight drive innovation hand in hand.

Prof. Ujjwal K Chowdhury

**Vice President: Global Marketing, Media-Design & International Relations
Washington University Science and Technology
USA**

KEYNOTE SPEECH OF PROFESSOR THILINI C. GAMAGE

I am honored to deliver the keynote speech at the 9th Interdisciplinary Conference of Management Researchers (ICMR) at the Sabaragamuwa University of Sri Lanka, which is centered around the theme “Synergy in Management Research: Bridging Artificial Intelligence (AI) and Human Intelligence.”



The rapid growth of AI in recent years has profoundly impacted many industries and aspects of human life. In a world increasingly shaped by algorithms and networks, AI is transforming how companies operate, sparking widespread speculation about the future of work and the workforce. This raises a crucial question: Will AI augment human ingenuity, or will it ultimately replace the need for human workers? Against this backdrop, I invite you to join me in a critical discussion on a topic that resonates with the conference's theme: "Exploring the Synergies in Human-AI Symbiosis: A Blessing or a Curse?"

When we look at the history of work — mainly since the industrial revolution — we see that people started to outsource their labor to machines. What began with simple, repetitive physical tasks, like weaving, has evolved into machines capable of performing complex cognitive tasks such as solving mathematical equations, understanding language, and even writing. Today, AI is advancing rapidly, not only capable of replicating physical labor but also of mimicking mental capabilities.

At its core, AI is a technology designed to replicate human intelligence by learning from experience through iterative processing and algorithmic training. It acts and makes decisions in ways that seem intelligent, drawing on patterns and data to mimic human-like reasoning and behavior. This capability is particularly valuable in organizational settings, as AI can identify informational patterns that optimize trends relevant to specific tasks. Unlike humans, AI does not experience fatigue and can operate continuously as long as it can access data. However, while AI systems excel in speed, accuracy, and rationality, they lack intuition, emotional depth, and cultural sensitivity that genuinely make humans effective in their roles.

Human abilities are far more expansive and multifaceted than AI, which relies on a constant stream of data. Humans embody a distinct form of intelligence known as authentic intelligence, which is essential in organizational settings. Authentic intelligence enables humans to imagine, anticipate, feel, and assess

dynamic situations, allowing businesses to adapt, innovate, and navigate complexity in ways that AI simply cannot replicate. In the contemporary business world characterized by high market dynamism, effectively navigating sudden and unpredictable transformations requires businesses to rely more on authentic intelligence than AI.

Will AI complement or compete with human intelligence? Although AI may contrast with authentic intelligence, they are, in fact, complementary. Both types of intelligence in organizational settings should work in tandem, creating a synergistic effect by merging their distinct strengths and capabilities. This synergy will give rise to a collaborative, integrated form of intelligence—augmented intelligence—that enhances organizational efficiency and accuracy while fostering creativity and proactive problem-solving. Augmented intelligence holds immense potential for businesses to unlock new frontiers by fostering human-AI symbiosis. By harnessing AI as a complementary partner, human workers can contribute their creativity and intuition, guiding AI with the correct ethical values—respecting individual privacy, intellectual property, and human authenticity in the final outcomes.

Despite human-AI symbiosis being primarily seen as a blessing today, I remain cautiously optimistic about its long-term implications, as there are concerns about the paradoxical tensions it may create. It is too early to label it as either a blessing or a curse definitively. Much like an iceberg, we only see the tip of what is possible and still do not fully understand its complexities or interrelationships. As such, we must remain vigilant—actively exploring the potential of human-AI collaboration to navigate the challenges of the modern world while also being mindful of the risks and unintended consequences that may arise.

In closing, I would like to congratulate all the paper presenters and the conference team for their tireless efforts in fostering research on how AI can be effectively integrated with human intelligence to create better business environments. I am confident that your outstanding accomplishments will leave a lasting impact, and you will carry fond memories of this enriching and successful event.

Prof. Thilini C. Gamage
Professor in Marketing
Department of Marketing Management
Faculty of Management Studies
Sabaragamuwa University of Sri Lanka

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