



# Vikalpa

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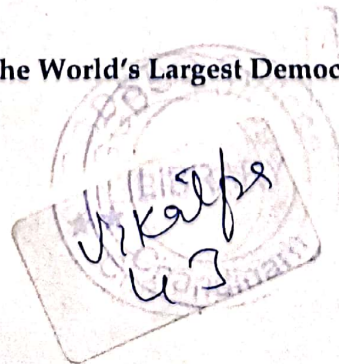
**The BSNL Saga: Individual Volition vs. Systemic Coercion in Voluntary Retirement Schemes**

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**Unfinished Business: Evolving Capitalism in the World's Largest Democracy**

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*Apoorva Bharadwaj and Ritu Mehta*

**Abstract:** This paper proposes the concept of culture as a variable in designing social marketing campaigns for Covid-19 vaccination. Fear appeal has been often used for inducing safety behaviours in contexts of smoking, drugs and risky driving. The authors claim that fear appeal can be efficacious for persuading people to take Covid-19 vaccination if it uses 'culture' as a filter. It analyses three cultural dimensions that impact the cognitive and affective processing of fear appeal: uncertainty avoidance, individualism, and high/low-context communication. The research develops a new culture-compatible communication model expandable to any vaccination drive or health campaign pivoted to bring about change.

**Keywords:** Fear Appeal, Communication, Culture, Social Marketing, Vaccine Hesitancy

### RESEARCH

- Inaction is Not an Option: ESG and Family Firms 21  
*Nupur Pavan Bang and Kavil Ramachandran*

**Abstract:** This article analyses how family firms, which constitute India's dominant ownership category, compare with nonfamily firms in ESG (Environmental, Social, and Governance) goals adoption. To account for heterogeneity within family firms, we investigate the standalone family firms (SFFs) separately from family business group affiliated firms (FBGFs). Results show that nonfamily firms perform better than family firms in overall ESG and E parameters. Within family firms, FBGFs perform better than the SFFs on S parameters. Our analysis urges the policymakers to create awareness, provide a roadmap, nudge the family firms, and promote action toward being ESG-conscious.

**Keywords:** Family Firms, ESG, Sustainability, Performance, Industry, Policymakers

- Do Attitude and Subjective Norm Mediate the Relationship Between Social Media e-WOM and Green Purchase Intention? An Empirical Investigation Using PLS-SEM 37  
*Afsa Parveen and Rashmi Chaudhary*

**Abstract:** The existing research examines the impact of social media electronic word-of-mouth (e-WOM) adoption on green purchase intention and investigates the mediation effect of attitude and subjective norm between e-WOM adoption and green purchase intention. The theory of reasoned action and the information adoption model has been combined to study this. Data was collected from 228 respondents and analysed through partial least squares structural equation modelling (PLS-SEM). Results revealed partial mediation of green purchase attitude and subjective norm exists in the relationship between e-WOM adoption and green purchase intentions. The research focuses on green purchase intention therefore, it benefits the environment and marketers of green cosmetics.

**Keywords:** Information Adoption Model, Partial Least Square-Structural Equation Modelling, Social Media e-WOM, Theory of Reasoned Action

**Abstract:** This study investigates factors that encourage and discourage women entrepreneurship in Saudi Arabia. The research uses the Adult Population Survey (APS) and analysed data collected from 1,305 women. Findings show that perceived capability, opportunity perception, risk perception, social network and informal investment significantly influence women's propensity to entrepreneurship. However, the entrepreneurial propensity of women who have financed others' businesses is negative. This study highlights the need for entrepreneurship researchers to examine factors that mobilize and inhibit entrepreneurial initiatives among women and study cognitive and social capital variables in an integrated framework.

**Keywords:** Perception, Social Capital, Entrepreneurship, Developing Economy, Saudi Arabia

A Conceptual Analysis of Technology Usage and Work-Family Interface Among Millennials in India  
Sasmita Dash

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**Abstract:** Decades of studies on the work-family interface and the preponderance of literature make it rather ambiguous to find a future direction for research. While only in the past decade technology and generational cohorts have been studied concerning the work-family interface. Millennials, the youngest generational cohort in the workforce with the maximum potential for technology use, have seldom been analysed. This article attempted to draw propositions from existing literature and arguments, considering work-family conflict and negative outcomes concerning technology use and generational cohorts.

**Keywords:** Perceived Digital Overuse (PDO), Generational Cohorts, Millennial, Work-Family Conflict, Gender

## MANGEMENT CASE

The BSNL Saga: Individual Volition vs. Systemic Coercion in Voluntary Retirement Schemes  
Swapan Deep Arora and Ananya Syal

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**Abstract:** Abhishek has spent most of his life working for a public enterprise, Bharat Sanchar Nigam Limited (BSNL), engaged in providing telecom services. As he nears his silver jubilee with BSNL, a hard decision of whether to opt for Voluntary Retirement Scheme (VRS) is thrust on him. Looking back at his career, Abhishek has several positive takeaways and believes he has more than a decade to offer his beloved organisation. However, Abhishek is also cognizant of many factors that structurally push him toward the singular alternative of separation, and the degree of volition in his decision appears strangulated.

**Keywords:** Voluntary Retirement Scheme (VRS), Downsizing, Public Sector, India, Telecom Sector, BSNL

## CASE DIAGNOSIS

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