



International Conference on Business Research

June 13, 2018

1st ICBR 2018

Organized by the
Business Research Unit
Faculty of Business
University of Moratuwa



www.icbr.mrt.ac.lk

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University of Moratuwa, Sri Lanka

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BUSINESS RESEARCH UNIT
FACULTY OF BUSINESS
UNIVERSITY OF MORATUWA

International Conference on Business Research (ICBR)

www.icbr.mrt.ac.lk

1st ICBR 2018, June 13, 2018

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International Conference on Business Research

International Conference on Business Research (ICBR) 2018 is the inaugural international conference organized by the Business Research Unit (BRU) of the Faculty of Business, University of Moratuwa, Sri Lanka. Purely dedicated to the advancement of knowledge, the BRU intends to hold the ICBR annually.

International Conference on Business Research aims to provide a platform for both local/international researchers and industry experts and to share their knowledge, experiences, perspectives and insights. The conference welcomes high quality empirical research papers, conceptual papers, and testing of alternative methodologies and theories that have significant contributions to the body of knowledge covering all areas of research in business while encouraging critical analysis of policy and practice. The conference welcomes cultural and geographic diversity in submissions to better conceptualize how businesses are conducted world-wide and gather a spectrum of knowledge. The papers published in the proceedings are judged as original works of the authors and has gone through double-blind peer-review. Business Research Unit supports the development and practical application of consistent ethical standards in its publications.

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Conference proceedings edited by

Prof. Vathsala Wickramasinghe

Conference proceedings language edited and proof-read by

Dr. V.P. Thesara Jayawardena

ICBR proceedings cover design

Mr. B.M.A.N. Basnayaka

BRU logo design by

Mr. S.M. Attanayaka

ICBR 2018 Reviewers

Upamali Amarakoon, *PhD*, School of Business and Law, CQ University, Australia

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Lanka

Message from the Chief Guest

Professor K. Kapila C. K. Perera
Vice-Chancellor, University of Moratuwa



Felicitations to the 1st International Conference on Business Research (ICBR) organized by the Faculty of Business are sent with immense satisfaction and pride. Efforts of all are commendable considering the fact that the Faculty of Business of the University of Moratuwa was inaugurated only in 2017. The very first batch of students was enrolled only in September last year. With limited required appropriate infrastructure to match with a modern day stature of a business faculty, and immensely dedicating to meet with the original objectives of the Faculty of Business in a University that had been renowned for nurturing technologically oriented graduates since its inception in 1972, is commendable.

It is important to highlight that Business Research Unit (BRU) had set its sights or purely dedicated to the advancement of knowledge and had inaugurated in 2018, in anticipation of vitalizing and exchanging vast spectrum of insights and innovative ideas to revamp the landscape of modern-day businesses. On the same lines, the following extracts from the BRU website caught my attention and rephrased in this message as I consider it is worth echoing for the benefit of all. Also to acknowledge the driving forces behind all who have and are working hard to make this important event a success.

“As an oasis to strengthen future research collaborations, BRU urges to assist the development and practical application of consistent ethical standards in its all activities. With paramount coherence to uplift the status of contemporary business world, International Conference on Business Research (ICBR) will be held in June every year beginning from 2018. This conference provides a platform for both local/international researchers and industry experts to share their knowledge, experiences, perspectives and insights on all areas of business”.

I am hopeful that this conference will help stamp the relevance and importance of business research in all spheres of activity.

I wish you all the very best for future endeavours.

Message from the Conference Chair

Professor Malik Ranasinghe
Senior Professor, University of Moratuwa



I warmly welcome you to the inaugural International Conference on Business Research (ICBR) 2018 organized by the newly established Faculty of Business at the University of Moratuwa, Sri Lanka. It is very commendable that the Faculty of Business is holding the inaugural conference on the very first year of its establishment. The aim of the conference is to provide a platform for both local and international researchers and industry experts to share their knowledge, experiences, perspectives and insights.

This inaugural conference, which was organized at very short notice, highlights the importance of the Faculty of Business of the University of Moratuwa, and places research as a contributor towards good teaching. Twenty-six reviews were written for the 13 submissions, and 8 papers were accepted. This yields an average of 3.25 reviews for each paper.

ICBR 2018 was made possible by the hard work of many people. We are especially grateful for the contributions of the following people: Prof. Niranjan Gunawardena, General Chair, Prof. Vathsala Wickramasinghe, Programme Chair, Dr. G.D. Samarasinghe, Programme Co-Chair, Dr. Ajith Pasqual and Dr. Prathapa Dharmawansa, Publicity Co-Chairs, Ms. Rashenka de Silva, ICBR 2018 Secretary, Mr. Manula Senevirathne, BRU Secretary, and the Financial and Organizing Co-Chairs, Mr. Shenal Rajakarunanayake, Ms. Tolusha Yapa, Ms. Sulani Perera and Ms. Gayithri Kuruppu for making sure ICBR 2018 became a reality.

On behalf of the organizing committee, we recognize and thank our keynote speaker, Prof. Ajantha Dharmasiri, for not only his address but also for his many years for contribution to our field. We are also very appreciative of, and gratefully acknowledge, the financial support and sponsorship from the University of Moratuwa for the inaugural ICBR 2018.

Congratulations to all of the authors for their outstanding work. ICBR 2018 would not exist without the contributions of the authors that submitted their work. We are very pleased with the quality, depth, and breadth of inaugural technical program. We hope you gather more knowledge and insight at ICBR 2018.

Message from the General Chair

Professor Niranjan Gunawardena
Dean, Faculty of Business



It is my great pleasure to welcome you to the 1st International Conference on Business Research (ICBR) 2018. We at the Faculty of Business (FOB) of the University of Moratuwa are well aware that the current business environment is undergoing significant changes and that what businesses need today is much different from what they needed yesterday or will need tomorrow. As members of the FOB, we understand that our Faculty must respond to the business worlds' changing needs by providing relevant knowledge and skills to our students and the community we serve.

For those who like to learn, doing research is not just an imperative, but a need and therefore, research is at the centre of acquiring knowledge at our Faculty. This inaugural International Conference on Business Research is an effort to disseminate new knowledge acquired through research work carried out both in Sri Lanka and abroad. It was, in fact, initiated by the members of the staff who thought research should be given due recognition at the Faculty of Business from its inception.

As the General Chair of the conference, I know that this event is the result of hard work, and strong commitment of many people who have worked with us in reviewing the research papers and in planning and organizing both the technical programme and supporting arrangements. In particular, I thank Prof. Malik Ranasinghe, Conference Chair for his wise advice and brilliant suggestions on organizing the Conference. I am also deeply appreciative to all who contributed to the success of the ICBR 2018, especially Prof. Vathsala Wickramasinghe, Programme Chair; Dr. Dinesh Samarasinghe, Programme Co-Chair; Dr. Ajith Pasqual and Dr. Prathapa Dharmawansa, Publicity Co-Chairs; Ms. Rashenka de Silva, ICBR 2018 Secretary; Mr. Manula Senevirathne, BRU Secretary, and the Financial and Organizing Co-Chairs, Mr. Shenal Rajakarunanayake Ms. TolushaYapa, Ms. Sulani Perera and Ms. Gayithri Kuruppu.

We are very grateful to Prof. Kapila Perera, Vice-Chancellor and the administrative staff of the University of Moratuwa for their tremendous support in making this conference a reality, and to the Department of Computer Science and Engineering for providing the venue and facilities. We are particularly proud of our outstanding publication, *ICBR 2018 - Conference Proceedings* and I am grateful to all the reviewers both international and local for their thorough and timely reviewing of the papers and Dr. Thesara Jayawardane for carefully editing the papers and proofreading of the publication. Finally, I thank Prof. Ajantha Dharmasiri, our keynote speaker, for honouring the Faculty's invitation to share his thoughts with us at the 1st ICBR 2018.

Message from the Programme Chair

Professor Vathsala Wickramasinghe
Director, Business Research Unit, Faculty of Business



It is with great pleasure that I welcome you to the 1st International Conference on Business Research (ICBR), of the University of Moratuwa, Sri Lanka. International Conference on Business Research is the major annual event of research dissemination of the Business Research Unit (BRU) of the Faculty of Business of the University of Moratuwa. It is with great pride that BRU organizes its inaugural conference within the very first year of its inception. From 2018 onwards, ICBR serves as an international forum for researchers and practitioners to exchange their knowledge, experiences, perspectives, insights, and latest research results on all areas of research in business.

I will first describe the process we used to select papers for the ICBR 2018 technical programme. I will then thank those who made it happen. Although BRU had inaugurated in January 2018, with the determination of organizing the conference we called for full papers during the 3rd week of February. We made the submission format for papers available, that was the same as the final camera-ready paper format to improve the fairness of paper selection process and to standardize paper submission format of ICBR. In response to our call for papers, 13 full papers were received. The countries from which submissions were made include Sri Lanka, India and Nepal. All papers underwent three rounds of reviews. In the first round, papers were reviewed internally to decide the suitability for the conference. Second, the suitability of the submissions was judged by two experts in the related area for the purpose of double-blind peer-review. Third, final camera-ready paper submissions were reviewed to confirm that the papers had sufficiently addressed the comments given by the reviewers. In the initial reviewing process, one paper was rejected and rest of the papers were sent out for the “blind” peer-review to at least two experts in the related area. Paper acceptance or rejection decisions were purely based on reviewer comments. All review reports and additional comments from the reviewers were released to the authors. We hope that this information helped the authors to improve their research, regardless of the outcome of their submissions. Based on the comments

received from the reviewing process, one paper was rejected, and another paper was also rejected since it had not sufficiently addressed the review comments in making the final camera-ready paper submission. Two were self-withdrawn by the authors, leaving high quality 8 final submissions for the ICBR 2018. All papers underwent a similarity check with the help of Turnitin facility provided by the Library of the University of Moratuwa. For the reviewing process, six experts from the University of Moratuwa and 18 external reviewers provided their valuable services. None of the reviewers were authors of the papers submitted for ICBR 2018. I am immensely grateful to all of the reviewers of ICBR 2018 for their thorough reviews, even at a very short notice; their names are recorded in the front matter of the proceedings.

The programme of ICBR 2018 organised into a technical session and a keynote presentation. The technical programme includes papers that represent exciting areas of research in business: cloud computing adoption, facilities management, design and innovation, entrepreneurship, consumer law, international technology transfer, hospitality management, and outsourced service provision. We expect these paper presentations will enable attendees to get an exposure into the ICBR 2018 technical programme and delve into the detailed contributions of the papers with their authors during the conference. International Conference on Business Research 2018 is honoured to have Professor Ajantha Dharmasiri, Director of the Postgraduate Institute of Management, as its keynote speaker. I would like to thank him for accepting the invitation to share his vision on research in business.

My sincere gratitude goes to the Vice Chancellor, Professor K. Kapila C. K. Perera; Dean, Faculty of Business, Professor Niranjana Gunawardena, and Conference Chair, Professor Malik Ranasinghe for their continuous support, guidance and encouragement since the planning stages of the conference. Without the generous financial support from the Dean, Faculty of Graduate Studies, Professor Dileeka Dias; Head of the Department of Management of Technology, Dr. Dinesh Samarasinghe, and Head of the Department of Decision Science, Dr. Indrajana Mahakalanda, organizing and holding this conference would have been impossible. I would like to recognise the support rendered from all the members of the organizing committee, whose names are recorded in the front matter of the proceedings, for their cooperative spirit, extraordinary efforts, and professionalism depicted in all aspects of their duties. None of the members in the organizing committee submitted papers for the conference to ensure credibility of the conference. The conference organizing committee met once a week for last two months. Especially, I would like to thank Ms. Rashenka de Silva, ICBR secretary, for her diligent effort in making all detailed conference arrangements. I especially wish to acknowledge the immense support received from Mr. Shenal Rajakarunanayake, Mr. Manula Senevirathne, Ms. Nawodi Samarasiri and Ms. Tolusha Yapa for conference activities. I am very grateful to Dr. V. P. Thesara Jayawardane for her great effort in editing the Conference Proceedings. We are also grateful to Dr. Shantha Fernando, Director of the Centre for IT services and the webmaster of the University Mr. Lalinda Rathnabharati for

creating and maintaining BRU and ICBR websites. It was a true privilege to work with such a dedicated and focused team that sacrificed a significant portion of their time in organizing ICBR 2018.

In parallel to the ICBR 2018, we organized a competition among the undergraduate students to create a logo for the BRU and to design the cover page for ICBR Proceedings. We are grateful to Archt. R.M.B.S.C.K. Rathnamalala of the Department of Integrated Design of the Faculty of Architecture; Professor U.G. Samudrika Wijayapala from the Department of Textile and Clothing Technology of the Faculty of Engineering, and Ms. Nawodi Samarasiri of the Faculty of Business for their support in popularising these competitions among the students. We are also grateful to Dr. Gayathri Ranathunga and Dr. Virajini Karunaratne of the Department of Textile and Clothing Technology for their support in selecting the winning designs. I thank and wish the very best for Mr. B. M. A. N. Basnayaka, the 3rd year student of the Honours Degree of Bachelor of Design in Fashion Design and Product Development Degree programme of the Faculty of Engineering, who created the winning cover page design for ICBR Proceedings, and Mr. S. M. Attanayaka, the 3rd year student of Honours Degree of Bachelor of Design Degree Programme of the Faculty of Architecture who created the winning logo for the BRU.

I would like to take this opportunity to thank all the authors for choosing ICBR 2018 to present their latest research results. High-quality paper submissions are the starting point for a successful conference.

Finally, I hope you enjoy the conference as much as we all enjoyed delivering it. Thank you for the privilege and burden of being the Programme Chair. I would appreciate and welcome any feedback you may have on anything related to ICBR; ICBR 2018 in particular.

Keynote address

Professor Ajantha Dharmasiri

Director and the Chairman of the Board of Management, Postgraduate Institute of Management



It gives me a deep sense of delight to be the keynote speaker of the inaugural research conference of the Faculty of Business, University of Moratuwa (UOM). Being an alumnus of UOM, it is even more intellectually satisfying to witness the continuous progress of the UOM, with its newest faculty in vibrant action. As an avid learner in management, whilst simultaneously playing multiple roles of a teacher, a researcher, a supervisor and an examiner, let me wholeheartedly congratulate the organizers for this enriching endeavour.

“Research is to see what everybody else has seen, and to think what nobody else has thought”, so said Albert Szent-Gyorgyi, a Nobel Prize winning Hungarian psychologist. It is, in fact, developing a third eye to see beyond what is obvious. The field of management in Sri Lanka, both private and public sectors alike can immensely benefit if more insights beyond mere information would be the norm in making policy decisions. Business research is of utmost importance, in this sense, globally and locally alike.

As we are aware, business research is a part of the wider array of social research. It is viewed as “a systematic, data-based, critical, objective, scientific investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it”. Whilst positive initiatives are being taken, current situation with respect to research in Sri Lanka is far from the satisfactory level. In such a context, any move to strengthen the research rigor, particularly among the university community is commendable.

As I observe, there is a clear need to create better awareness on the practical importance of research. Warren Bennis, writing to Harvard Business Review in 2005 lamented that, “too focused on ‘scientific’ research, business schools are hiring professors with limited real-world experience and graduating

students who are ill equipped to wrangle with complex, unquantifiable issues in other words, the stuff of management". It clearly points to the need to have *rigour, relevance* and *reach*.

Business research has a long way to go in ensuring the consistent reaching the unreached. With awareness of the content, and familiarity of the contents, the committed conduct with clarity and coherence is what is required. Overcoming the multiple barriers and moving from a vicious cycle of "knowledge communication" to a virtuous cycle of "knowledge creation" will pave the way for higher vibrancy of management research in Sri Lanka. It requires reflections and resolutions towards results.

I am sure that the first annual research conference "International Conference on Business Research 2018" organized by the Faculty of Business, UOM, is a steadfast step towards management research excellence in multiple fronts. Let me wish the deliberations to be a great success.

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