

3rd International Conference on Business Research

ICBR 2020

October 27, 2020

Organized by the
Business Research Unit
of the
Faculty of Business
University of Moratuwa, Sri Lanka

Conference Proceedings



BUSINESS RESEARCH UNIT
FACULTY OF BUSINESS
UNIVERSITY OF MORATUWA

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International Conference on Business Research

International Conference on Business Research (ICBR) 2020 is organized by the Business Research Unit (BRU) of the Faculty of Business, University of Moratuwa, Sri Lanka. As a Research Unit purely dedicated to the advancement of knowledge, the BRU intends to hold the ICBR annually.

3rd International Conference on Business Research aims to provide a platform for both local and 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 geographical 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 a double-blind peer-review process. Business Research Unit supports the development and practical application of consistent ethical standards in its publications.

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Message from the Chief Guest

Professor Niranjan Gunawardena
Vice Chancellor, University of Moratuwa



It gives me immense pleasure to extend my compliments on the 3rd International Conference on Business Research (ICBR 2020) of the Faculty of Business, University of Moratuwa. It is indeed admirable to experience the continuous advancement of ICBR for the 3rd consecutive year, which shows nothing but the thirst for knowledge dissemination by the Faculty of Business.

As always, ICBR serves as an annual event that unites academia and the practitioners who are engaged in different research endeavours. By creating a solid platform, ICBR facilitates the process of sharing of knowledge and insights while fostering a thriving research culture among the scholars, practitioners, and industry.

In a world where innovation and change have become the twin engines of growth and competitive advantage, the path to transforming modern-day organizations from a basic concept to driving force of the business has become challenging more than ever. Especially, in a dynamic phase of unprecedented changes, embracing challenges and their consequences should be done with proper business acumen guided by erudite understanding on root causes of resistance for change. Thus, it is required a great amount of effort assisted by scientific research to swiftly transform challenges into potential business opportunities.

Navigating in turbulent times vehemently requires certain exceptional potentials from businesses. Adaptability, resilience, and transformation can be considered as key pillars of strength that steer the modern-day businesses in challenging times. Swift adaption to unfavourable circumstances with thorough attention on transformation can only be facilitated through innovations. Thus, it is essential to encourage innovations via proper channel of scientific research in both national and global level.

By and large, ICBR contributes both academia and industry to critically examine the new developments in the sphere of business by bringing different ideologies,

perspectives and insights into one platform. This sharing of knowledge adds an invaluable contribution to the existing body of scientific knowledge pertaining to the world of business and I sincerely anticipate this initiative would keep growing further in the forthcoming years.

As always, I extend my heartiest best wishes to the organizing committee of the 3rd International Conference on Business Research (ICBR) 2020 and all the other contributors who have rendered their yeoman support to make this event a great success.

Message from the Conference Chair

Professor S.W.S.B. Dasanayaka
Dean, Faculty of Business



I am delighted to send my thoughts to the 3rd International Conference on Business Research (ICBR) 2020 of the Faculty of Business, University of Moratuwa.

Embracing change has always been the solution in unprecedented times. Inevitably, the growth orientation of any organization, irrespective of its nature, ownership, and size, depends on its ability to flexibly adapt into challenges and move forward. Although the nature and its tumultuous effects of the global pandemic are unforeseeable, making arbitrary decisions with lack of proper judgement cannot be justified. Decision makers should be adequately equipped with avant-garde knowledge and cutting edge technologies. This demands a growing body of research and development in both national and global level.

As a faculty dedicated to nourish the fore-runners of business, we thoroughly believe in research and development in all areas of modern day businesses. Gathering and dissemination of knowledge have always been our key priority. Thus, we sincerely believe ICBR 2020 will provide a solid platform for both local and International researchers and industry to share their knowledge, experience, perspectives and insights.

This event is a result of utmost commitment and hard work of many individuals who have generously contributed their time, effort, and ideas for the purpose of creating better research atmosphere in our university. From reviewing scholarly work to planning and organizing the entire programme evidently and explicitly shows our determination in creating a sustainable research culture as a budding faculty. Particularly, I would like to offer my profound thanks to Prof. Niranjan Gunawardena, Vice Chancellor, University of Moratuwa for his wise advice, and thought-provoking suggestions on organizing the conference amidst of many unprecedented challenges.

I am also deeply grateful to all who contributed in making this endeavour a success. My heart-felt gratitude is offered to Dr.(Mrs) Thesara Jayawardane, Director BRU and Programme Chair; Mr. Shenal Rajakarunanayake, BRU and ICBR

Secretary; Dr. Dinesh Samarasinghe and Dr. Darshana Mudalige, General Co-Chairs, Mrs. Sonali Rajasekera, Publication Co-chair; Mr. Methsiri Suwandaarachchi, Finance Co-chair; Mrs. Amali Wijekoon, Organizing Co-chair; and Mrs. Nawodi Samarasiri and Mrs. Sathya Ramanayake Publicity Co-Chairs; for their invaluable contributions.

We are immensely grateful to Prof. S.A.S. Kulathilaka, Head, Department of Civil Engineering for providing the venue and facilities. We are particularly proud of our outstanding publication, *ICBR 2020 – Conference Proceedings* and I am deeply appreciative to Dr. Venura Welagedara Dr. (Mrs.) Tiloka de Silva for being meticulous and supportive in editing the conference proceedings. My profound thanks are offered to Prof. (Mrs) Vathsala Wickramasinghe for providing thoughtful insights on assuring quality in the process of reviewing and publication.

I am very grateful for authors and presenters. Without your support this conference would not have been a reality. We know you are writing papers with a reason therefore we value and respect your efforts and we used a transparent and accountable reviewing process to give due recognition for your quality papers to be appeared in our conference proceedings book.

Finally, I would like to offer my sincere thanks to Mr. Dilith Jayaweera, our Key note speaker, for honouring the Faculty's invitation to share his vision on embracing challenges in the contemporary world of business at the 3rd ICBR 2020.

I wish you all a productive and stimulating research experience.

Message from the Programme Chair

Dr. Thesara Jayawardane
Director – Business Research Unit



It is with great pleasure and pride that I welcome you to the 3rd International Conference on Business Research (ICBR), at the University of Moratuwa, Sri Lanka. International Conference on Business Research is the key annual event of research dissemination of the Business Research Unit (BRU) of the Faculty of Business of the University of Moratuwa. Over the past 03 years, ICBR has grown to be one of the major International Conferences in Business Management and it is indeed an honour to follow the footsteps of the former Directors of the BRU who have contributed immensely for the success of ICBR.

As in previous years, ICBR provides an excellent forum for exchanging information and discussion on a wide variety of topics in Business Research and the theme for this years' conference is "Embracing Change and Transformation through Resilience and Innovation". ICBR 2020 will be an unique conference for all colleagues involved in the fields of Marketing, Economics, Financial Analytics, Entrepreneurship and Human Resource Management representing the latest developments and future trends of Business Management.

In order to provide an outstanding technical level for the presentations at the conference, we have invited more than 45 distinguished experts in the Business Management field to participate in the Technical Review Committee. Our preparation for this year's conference began from last year (2019) and we received over 50 papers prior to our first dead line in June 2020. Considering the prevailing Covid-19 Pandemic condition taking place in the country, we extended our deadline and received another 17 papers. 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. All of the 67 papers underwent three rounds of reviews. In the first round, papers were reviewed internally to decide the

suitability for the conference. In the second round, the chosen submissions which aligned with the conference theme were sent to two experts in the related area, for double blind peer review. In the third round, final camera-ready paper submissions were reviewed to confirm that the papers had sufficiently addressed the comments given by the reviewers. Initial review process confirmed that only 38 papers were suitable as per the conference theme, and these papers were sent out for blind peer-review by at least 2 experts in the related area. Paper acceptance or rejection decisions were purely based on these reviewer comments. All review reports and additional comments from the reviewers were released to the authors for further improvement. Based on the review comments, 23 papers were accepted. Five papers were self-withdrawn by the authors, leaving high quality 18 final submissions for the ICBR 2020. All the papers underwent a similarity check with the help of Turn-it-in software facility provided by the Library of the University of Moratuwa.

The Technical Review Committee included distinguished academics including 1 Professor from Bhutan, 1 Professor from India, 1 Professor from Nepal, 1 Professor from Pakistan, 1 Professor from Russia, 9 Professors from Sri Lanka, 1 Research Fellow from Australia along with 19 expert Senior Academics from the University of Moratuwa and 14 Academic Experts outside the University of Moratuwa. My gratitude extends to each of the Review Panel member of ICBR 2020 for their thorough reviews, often at a very short notice; their names are recorded with much appreciation in the front of the proceedings book.

The final programme of ICBR 2020 was divided in to two areas as per the disciplines of the study: Economics and Financial Analytics and, Marketing, Entrepreneurship and Management. Due to the indecisive nature of the country's policies with regards to large gatherings including conferences, during the time of the pandemic, we had to have not only one contingency plan but in fact a few, to be safe with.

As a result we finally decided to hold the ICBR 2020 in a blended manner, where the author presentations were held online and the awarding ceremony is to be held in person with the Key Note Address. All the video recordings of the author presentations will be uploaded in to the BRU website as well as the You-Tube for future references. We strongly believe that these presentations will enable

viewers to get exposure to the ICBR 2020 technical programme and explore into the detailed findings of the research papers contributed by the authors.

ICBR 2020 is honoured and privileged to have the presence of the keynote speaker Mr. Dilith Jayaweera, Attorney-at-Law, Director and the Chairman of George Steuart Group, Chairman of Derana, Director of Citrus Leisure PLC and Colombo Land and Development PLC and, Jt. Managing Director of Triad (Pvt) Ltd. My heartfelt gratitude and appreciation is expressed to him for accepting our invitation to share his vision on research in business management with the participants of ICBR 2020.

I sincerely appreciate the invaluable contribution of our Vice Chancellor, Professor Niranjan Gunawardena, for making this event a reality. My gratitude extends to the Dean of the Faculty of Business, Professor Sarath Dasanayake and, Head of the Department of Management of Technology, Professor Vathsala Wickramasinghe, both of whom were the past Directors of BRU, for the continuous support, guidance and encouragement since the planning stages of the conference. Without the generous financial support from the Dean of the Faculty of Graduate Studies, Professor Dileeka Dias and Bursar, Mr. K.A.D. Pushpakeerthi and the moral support extended by the former Head of the Department of Management of Technology, Dr. Dinesh Samarasinghe and the Head of the Department of Industrial Management, Dr. Darshana Mudalige, organizing and holding this conference would have been impossible.

I would like to recognise the support from all the members of the organizing committee, whose names are recorded in the front pages of the proceedings, for their cooperative spirit, extraordinary efforts, and professionalism depicted in all aspects of their duties. The conference organizing committee met once a week in person and almost daily online, during the last three months to make this event a success.

My earnest gratitude is expressed to Mr. Shenal Rajakarunanayake, ICBR secretary, for his diligent effort in making all detailed conference arrangements. I also wish to acknowledge the invaluable support received from Mrs. Sonali Rajasekara, Mr. Methsiri Suwandaarachchi, Mrs. Amali Wijekoon, Mrs. Navodi Samarasiri, Mrs. Sathya Ramanayaka, Mrs. Kajaluxshi, Ms. S.V.K. Saranjala, Mr. Supun Gothama, Ms. Hasini Sureshini, Mr. Mithula Madushanka and Mr. Achala

Thushan Udayakumara for their contribution in the conference activities. I am very grateful to Dr. Venura Welagedara and Dr.(Mrs) Tiloka De Silva for their great effort in editing the Conference Proceedings. We are also grateful to Dr. Shantha Fernando, Director of the Center for IT services and the webmaster of the University Mr. Lalinda Rathnabharatie for creating and maintaining BRU and ICBR websites. I thoroughly enjoyed working with such a dedicated and focused team who sacrificed a significant portion of their valuable time to make ICBR 2020 a success.

Finally I would like to thank all the authors for their contribution for ICBR 2020 and may I reiterate that high-quality paper submissions are certainly the starting point of a successful conference. Hope you would make the best use of meeting the Technical Panel at the end of the presentation ceremony where you can obtain one to one information and guidance with regards to your research study.

In spite of having to have a blended conference, I sincerely hope you would enjoy the presentation ceremony of ICBR 2020 as much as we all enjoyed delivering it. I am privileged to be chosen as the Programme Chair and I look forward to receiving any feedback you may have on ICBR 2020.

Keynote address

Mr. Dilith Jayaweera, Attorney-at-Law

Chairman - Derana Media Network

Chairman - George Steuart Group

Director - Citrus Leisure PLC

Director - Colombo Land and Development PLC

Managing Director - Triad (Pvt) Ltd



Thank you for inviting me to be the keynote speaker at the 3rd International Conference on Business Research organized by the Business Research Unit of the Faculty of Business, University of Moratuwa.

As a local entrepreneur who has always taken pride in challenging convention and redefining our Group's role in the local business arena, it is my privilege to share a few pragmatic and insightful stories with the new generation of whiz kids in the Faculty. I have always believed that ideas have the greatest power in the world, while those who curate ideas as business solutions enjoy an unmatched position as market trend setters.

In an ever transforming reality, there's only one constant...and that is change. Embracing this change, challenging this change and understanding what's at stake helps the businessman and his enterprise stay resilient and continue to perform. In order to do this, innovation, ideation and even being a maverick creates an advantage. Above all else however, the fundamental to everything that is business and also personal, is the purpose behind our actions.

Let me share more of my beliefs and contentions in depth at the Conference. I look forward to seeing you and take this opportunity to wish the Faculty and the Conference scheduled, the best of luck.

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