

## Editorial

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We are happy to come up with the first issue of eleventh volume of SDMIMD Journal of Management. We have five research papers, and one book review selected for this issue.

In the paper titled “Discovery skills and innovative work behavior – A study of the Indian IT workforce”, Arushi Grover and Ginni Chawla investigated the profile and the characteristics of employees, which may lead to higher innovative behavior and discovery skills. This was done by reviewing the existing literature and adopting quantitative research methodology, in the context of IT/Knowledge Industry. This research was originally presented in 8<sup>th</sup> International Conference on ‘Managing Human Resources at the Workplace’ organized by SDMIMD, on December 6 and 7, 2019.

Bijith George Abraham researched on the development of nature-based tourism in Kerala and the associated tourist demand for the destinations is invariably providing livelihood opportunities and wellbeing of the local communities, in the paper “Livelihood Security and Sustainability of Ecotourism Destinations in Kerala. The result obtained from the study shows a clear-cut picture of community members in terms of their livelihood pattern and how it helped the community members to overcome the burden of poverty vis-a-vis sustainable development of the destination. This research was originally presented in 4<sup>th</sup> International Conference on “Economic Growth and Sustainable Development: Emerging Trends”, organized by SDMIMD on November 23-24, 2018.

In the paper titled “Modifying Balanced Scorecard as a Strategic Tool of Public Sector Organisations: Evidence from a Community Health Centre in Indonesia”, Rudy M. Harahap and Farkhan Wisnu Wardhono explored the practices of developing and implementing strategies in these Centres. The study employed qualitative research approach. To collect data, interviews and document analysis were conducted in a Centre as a case study. The case study used balanced scorecard as a tool to create and evaluate strategies, as well as measuring performance. Results of the evaluation were used to establish the next strategic plans.

A. Bagherian and M.E. Gershon investigated the “Relationship between employee education and success of six sigma implementation within the automobile industry in Europe”. The study is conducted within the Automobile industry in Europe. The results identify which taxonomies of education are most significant for successful Six Sigma initiatives. The outcomes strongly suggest that vital key ingredients of employee education are how to use the essential DMAIC tools and comprehensive education of metrics (PPM and Sigma level) throughout the implementation of Six Sigma.

Senen Machmud has contributed a paper on “The Influence of Motivational Leadership that is moderated by Perceived Uncertainty and Work Discipline on Employee Performance”. The author made an attempt to determine the impact of moderated motivational leadership and work discipline on employee performance by testing hypothesis with using employees in a State-Owned Enterprises in Bandung. The result describes the significant influence of moderated motivational leadership perceived environmental uncertainty and work discipline on employee performance. The research implications show that the role of environmental uncertainty needs to be taken attention by management so that the effectiveness of leaders in implementing direction.

The book titled “*What you really need to lead*”, written by Robert Kaplan”, has been reviewed by Malathi Sriram. The reviewer has opined that, while there cannot be a magic pill to gulp and become a leader, the book is a good read to understand what people, put in leadership positions, can inculcate as habits to become a successful one.

All the articles have been selected for publication following the journal's guidelines, and with modifications, based on the blind peer review process.

I thank all the authors and the reviewers for their valuable contribution. I thank the management of SDMIMD for the continuous encouragement and inspiration in this academic endeavor. I also thank the faculty members and staff of SDMIMD for their continuous support in bringing out the present volume.

**Dr. Mousumi Sengupta**  
Chief Editor