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## ABSTRACTS

### **Generational differences and the efficacy of transformational leadership**

Laurence W. Bell

Transformational leadership methods have been shown to increase organizational performance and employee satisfaction. However, the leadership style had not been tested for differential effectiveness between generational cohorts. Previous research has documented that generation X and generation Y (Millennial) employees differ on a variety of variables, so it was possible that the effectiveness of transformational leadership might differ between those generations. Hierarchical multiple regression moderator analysis was used to determine if generational status moderated the relationship between transformational leadership and three work attitude dependent variables: trust in the leader, organizational commitment, and personal need non-fulfillment. Results showed that transformational leadership was equally effective among generation X and Millennial employees. Confirming previous research, a positive relationship was seen between transformational leadership and employee work attitudes as well as generational differences in organizational commitment and need fulfillment.

### **Macroeconomic and bank-specific determinants of non-performing loans of commercial banks in Barbados**

Anthony Wood and Nakita Skinner

The commercial banking sector is the primary form of financial intermediation in Barbados. It is the largest conduit for the mobilisation of domestic savings, main source of external capital for firms and key player in the payment system. With the onset of the global financial crisis in 2008, the financial indicators of the commercial banking sector worsened with credit quality in particular being noteworthy. The non-performing loans to total loans ratio increased from a historic low of 2.9% in 2007 to 12.9% in 2012. Given the adverse impact of non-performing loans on the financial performance of commercial banks, there has been a proliferation of studies on the determinants of non-performing loans over the years. This paper examines the macroeconomic and bank-specific determinants of non-performing loans of commercial banks in Barbados over the period 1991-2015. The empirical results indicate that the macroeconomic variables GDP growth, unemployment rate and interest rate are significant determinants of non-performing loans, while the bank-specific factors exerting significant influence are return on equity, return on assets, capital adequacy ratio and loan to deposit ratio.

### **Promoting active student engagement and assessment literacy among first year business marketing students: The role of e-resources**

Janelle Rose, Pauline Ong and Kerry Smith

Engaging first year students with an academic transition process to university study is central to their learning experience and success. An explicit assessment standards approach was designed in a first year business marketing subject to actively engage students and develop assessment literacy with the aid of purposefully built e-resources located on the LMS subject site. Predictive learning data were retrieved and analysed on individual student engagement dimensions and assessment task achievement. With findings based on three study cohorts, results indicated that students achieving higher grades accessed the e-resources more often and they viewed and listened to the e-resources longer for each assessment task. Students that had more positive emotional engagement with the e-resources tended to exhibit positive behavioural engagement and thus invested cognitively in their learning. Further refinements are required to the e-resources, along with including further activity based interventions designed to focus on developing tacit and explicit assessment literacy.

### **A case study: Chanel or Gabrielle? Authenticity and iconic branding**

Sonja Verwey and Leandi Verwey

Within a postmodern economy consumers increasingly seek out connections with brands that not only satisfy their functional and higher order hedonistic needs, but also allow them to express their authentic selves and social affiliations in ways that affirm who they are or aspire to be. An authentic brand has the potential to deliver both utilitarian and hedonistic value to the consumer, which may ultimately lead to a relationship of brand love or affinity that is both emotional and passionate, and evolves over time. For the true luxury client luxury is more than a logo, instead it is an appreciation of fine works, fine craftsmanship, creativity and the making of a legend. It is within this context that this paper aims to explore Chanel's brand positioning and strategy in particular relation to the *Gabrielle* perfume launch. From this it is demonstrated that the focus of this strategy was the successful synthesis of: (a celebration of the Chanel heritage; and, its' embrace of the new, thereby authentically reinterpreting its iconic brand values within an emerging contemporary cultural context.

### **Socio economic technological factors influencing information seeking behaviour among health professionals in marginalized areas in Kenya**

Kenneth K. Rucha, Langat K. Milton, Gilbert G. Rithaa and A. Yitambe

Information is inevitable in the health profession. The need to become informed and knowledgeable which leads to "information seeking behaviour processes" is important among qualified health professionals who have vital roles in achieving health goals of a given country. However, in Kenya, little effort have been made in understanding the information seeking behaviour of health professionals compared to effort made towards developing new information technologies. The study used a cross-sectional study design employing mixed methods of data collection. Stratified sampling was used to select a study sample of 222 health professionals to participate in the study while purposive sampling was used to select participants for Key Informant Interviews and Focus group discussions. Descriptive and multinomial logistical regression was used to analyze data.