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**CORPORATE SOCIAL RESPONSIBILITY AND FINANCIAL PERFORMANCE  
AN EMPIRICAL ANALYSIS OF CONVENTIONAL AND ISLAMIC BANKS OF  
PAKISTAN**

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**ABSTRACT**

**Purpose** – The study sought to explore how Corporate Social Responsibility (CSR) effects Financial Performance (FP) of banking sector of Pakistan. The work also refers to elaborate the comparison between CSR and FP of Islamic and conventional banks of Pakistan.

**Design/methodology/approach** – The study takes data from the annual reports of the banking companies listed at Pakistan Stock Exchange during 2010-2016. The study first applies several panel data diagnostic tests and, then apply three regression models to check the relationship between CSR and FP of Islamic and conventional banks of Pakistan; by taking leverage and size as control variables.

**Findings** – The results indicate that the relationship between CSR and FP is negative and insignificant in case of conventional banks of Pakistan. The results are consistent with agency theory; which states that investment in CSR related activities is waste of resources. While as, in the case of Islamic banks the relationship between CSR and ROE is positive and insignificant. Here, the results are sporting social contract and stakeholder theory.

**Practical implications** – The research work has important practical consequences that would help the banking industry managers to adopt optimal investment on CSR related activities. The study provides guidelines to Islamic banks to invest more in CSR same like the conventional banks are doing.

**Originality/value** – This research covers banking sector of Pakistan. The work is unique due to less explored area of study in banking sector of Pakistan. Furthermore, findings of the study lay some foundations upon which a more detail analysis of CSR of Banking companies could be based.

**Keywords:** *Corporate social responsibility; Performance; Banking sector*

**IMPACT OF CUSTOMER SATISFACTION AND MONETARY POLICY ON  
FINANCIAL PERFORMANCE OF ISLAMIC BANKS: AN EMPIRICAL STUDY IN  
PAKISTAN USING CARTER MODEL**

**Shahneel**

**ABSTRACT**

The aim of this study is described into two parts, first part explores the cross-sectional study between customer satisfaction and financial performance of Islamic bank, & second part assesses the time series analysis where the relationship between monetary policy and financial performance is examined. This research work would be able to fill gap of studies conducted on Islamic banks in Pakistan. In addition, this paper will utilize the carter model to check the customer satisfaction of Islamic banks. The data to examine the satisfaction would be collected through adopted questionnaire by the Islamic banking customers in Lahore. Meezan bank, BankIslami, Dubai Islamic Bank, The Bank of Punjab Taqwa Islamic banking would be selected as sample. In order to explore the second part, monetary policy would be measured by open market operation, interest rate and cash reserve ratio & financial performance would be measured by ROA, ROE, Profit margins and EPS, secondary data would be collected through website of State Bank of Pakistan and annual reports of sample banks respectively. The relationship would be analyzed between dependent and independent variables through correlation and multiple regression model. Other different data analysis techniques such as descriptive analysis, reliability test, validity test, frequency, will also be analyzed through a well-known statistical software SPSS. The result of this study would be beneficial for investor and policy makers as well.

**Keywords:** Customer satisfaction, Carter Model, Monetary Policy, Financial Performance of Islamic Bank, Pakistan.

**IMPACT OF TRAINING AND EMPOWERMENT ON EMPLOYEE'S PERFORMANCE  
IN BANKING SECTOR OF PAKISTAN: THE MEDIATING ROLE OF  
ORGANIZATIONAL COMMITMENT**

**TOOBA SALEEM**

**ABSTRACT**

Success of every organization largely rely upon the performance of its employees. Enhancing skills, empowerment and organizational commitment among employees of organization are crucial aspects to perform better. The current study aims to examine the impact of training and empowerment on employee performance and it also aims to explore the mediating role of organizational commitment between the training and employee performance as well as between empowerment and employee performance. The data for this study was collected from employees working in branches of 3 commercial banks namely HBL, MCB, UBL of Lahore through survey. Total 354 questionnaire were floated in these branches out of which 313 questionnaires were returned and were in useable condition. Collected data was analyzed using Statistical Package for Social Sciences (SPSS). Statistical techniques such as preliminary analysis, correlation analysis and regression analysis were used. Preachers and Hayes Macro Process were used for mediation analysis among study variable. Results indicate that training and empowerment has a positive significant impact on employee performance and organizational commitment also has a positive significant impact on performance of employee. It has also been found that organizational commitment mediates the relationship between training and employee performance as well as between empowerment and employee performance.

**Keywords:** Training, Empowerment, Organizational Commitment, Employee Performance, Banking Sector.



**THE IMPACT OF PSYCHOLOGICAL CONTRACT BREACH ON WORK  
ENGAGEMENT AND ORGANIZATIONAL COMMITMENT WITH THE MEDIATING  
ROLE OF EMOTIONAL EXHAUSTION IN THE BANKING SECTOR OF LAHORE**

**Kiran Amin**

**Mrs. Rabia Saleem**

**ABSTRACT**

The present research aimed to find out the relationship between Psychological Contract Breach, Emotional Exhaustion, Organizational Commitment and Work Engagement in employees working in banking sector. Moreover, the mediating role of emotional exhaustion was also assessed. Cross sectional research design was used in the present study. Total of 354 participants were recruited from private banks of Lahore through purposive sampling. The results revealed the significant correlations between scales of psychological contract breach, emotional exhaustion, work engagement and organizational commitment. Emotional exhaustion was positively correlated with psychological contract breach and the other two variables were negatively related with the psychological contract breach. Further, the findings disclosed that emotional exhaustion mediate the relationship between psychological contract breach, work engagement and organizational commitment. The findings of the existing study have implications for bankers as it will assist them to know the factors of psychological contract breach and to execute some intervention programs to improve the exchange relationship.

**Keywords:** Psychological Contract Breach, Emotional Exhaustion, Work Engagement, Organizational Commitment

**IMPACT OF FAMILY MOTIVATION ON ORGANIZATIONAL COMMITMENT,  
DUAL PROCESS MODEL IN BANKING SECTOR OF LAHORE**

**Dr. Rizwan Qaiser Danish**

**Anum Javaid**

**ABSTRACT**

Organizational commitment has been a widely studied topic in management researches and commitment of employees contributed towards achievement of organizational goals but family motivation is an important issue to be considered. Study in hand is an effort to investigate how family life impacts work life. This research is based on the positive effects of family on work life. Drawing on work motivation Self-determination and Action identification theories this research conclude that family motivation increases org commitment by reducing emotional exhaustion and providing energy while intrinsic motivation buffers the effect of family motivation if provided by organization .this survey based study was conducted on employees of banks of Lahore by convenience sampling method and all of the results has been analyzed through Amoss and Spss statistical tools. This research is a novel psychological path for researcher as well as a milestone for management of the organization to understand the phenomenon by which family motivation effects organizational commitment.

**DELVING DEEPER INTO A WIDER PERSPECTIVE: HOW TRANSFORMATIONAL  
LEADERSHIP ENHANCE EMPLOYEE MISSION VALENCE**

**Rahma Shafaat**

**Tehmina Fiaz Qazi**

**Tayyab Mahmood**

**ABSTRACT**

In the current date, when it has become difficult for the organizations to provide high monetary rewards to the employees, it has become a point of concern for the organizations as to how to motivate employees using ways that are economical, low-cost as well as satisfactory. On the other hand, organizational goals cannot be achieved until the employees are not motivated to achieve them. This study aims to identify employees' perceptions, individually, about how transformational leadership, solely and with the help of organizational goal clarity (OGC), performance management (PM), public service motivation (PSM), leader-member exchange (LMX) and perceived organizational support (POS) can increase mission valence among public sector employees. This research is based upon data collected through survey from 377 employees of public sector organizations of Lahore, Pakistan. The findings of this study endorse the mediations of organizational goal clarity, performance management and public service motivation in the relationship among transformational leadership and mission valence as suggested by prior studies. Additionally, the findings of the current study confirm the mediations of newly introduced variables, leader-member exchange and perceived organizational support, in the relationship amid transformational leadership and mission valence. This study further contributes to the literature on transformational leadership and mission valence. Particularly, leader-member exchange and perceived organizational support are newly investigated in this study with regards to the relationship between transformational leadership and mission valence. Moreover, the study has also discussed its theoretical contributions and practical implications in public sector organizations.

**CAPITAL AND EARNINGS MANAGEMENT PRACTICES IN THE BANKING  
SECTOR OF PAKISTAN**

**Maria Qureshi**

**Farah Naz**

**ABSTRACT**

This paper examines the relationship of loan loss provisions with the capital and earnings management in the banking sector of Pakistan. The study applies the Clustered Robust Linear Regression while examining the panel models when the data had heteroscedasticity and autocorrelation in it. This regression is used to remove the effects of these disturbances from the dataset. The study targets 25 banks (Islamic and commercial banks) from the banking sector of Pakistan. Descriptive analysis showed that the banks are engaged in the use of loan loss provisions for their capital and earnings management practices. The results of Clustered Robust Linear Regression showed a significant relationship of Tier1 and EBTLPP on the dependent variable LLP. This significant relationship depicts the strong influence of loan loss provisions (LLPs) on the capital and earnings management of the banks in Pakistan. In further research perspective, the time duration of the study can be extended and more variables can be added. It can also include a comparative study amongst different banks in Pakistan.

**Keywords:** Earnings Management Practices, Banking Sector, Pakistan, Panel regression

## IMPACT OF HR PRACTICES ON EMPLOYEE RETENTION IN EDUCATIONAL SECTORS

Aneela Qadri

### ABSTRACT

Assets are the economic resources which can give benefit to organization in future for a long period of time. For the success of any organization hiring highly qualified and talented employees is very important but to be successful to retain those employees for a long period of time means a lot. This can be possible through the implications of proper HR practices in organization. The purpose of this research paper is to get to know the impact of HR practices on retention of employees in organizations especially in Education sectors. For the purpose of data collection random sampling technique was used. For data collection purpose a questionnaire which consists of 17 items or questions was being distributed among 202 employees of different educational sectors. This study utilized quantitative research design; the data was analyzed using statistical package for social sciences (SPSS). Hypothesis was formulated to test the relationship between independent variable and dependent variable. The study revealed that HR practices such as employee empowerment, training and development and compensation lead to employee retention in educational sectors. The study concluded that HR managers who really want to keep their valuable employees in the organization should take into account that successful employee retention does not depend on one or two strategies, in fact it depends on number of HR practices such as employee empowerment, Training and development and compensation etc.

**Keywords:** Employee empowerment, Training and development, Compensation, Employee Retention

**ENVIRONMENTAL DEGRADATION: AS A MEDIATOR BETWEEN ENERGY  
CONSUMPTION AND POVERTY**

**Muhammad Rizwan Ullah**

**Amber Pervaiz**

**Sadaf Akram**

**Arooj Fatima**

**Faiza Rehman**

**ABSTRACT**

**Purpose:** The study aims to analyze the mediating role of environmental degradation in the association between energy consumption and poverty in Pakistan.

**Design/Methodology/Approach:** The study uses the data for the period of 1985-2018 that are gathered from different sources such as global economy and world bank. Augmented Dickey-Fuller (ADF) test is used to check the data stationarity while Barron and Kenny (1986) method is used for examining the mediation and support has been taken from Auto-regressive Distributive lag model (ARDL). Sobel test and VAF are used for the confirmation of results.

**Findings:** Results reveal that environmental degradation partially mediates the negative relationship between energy-consumption and poverty.

**Practical Implications:** The study suggests government making energy accessible to the people to fulfill their basic needs which may reduce poverty. The government should also make policies to improve environment as it is considered as a main contributor towards poverty.

**Keywords:** Energy Consumption, Poverty, Environmental Degradation, Sobel test, ARDL

**THE ROLE OF MONETARY POLICY IN PRICE STABILITY AND ECONOMIC  
GROWTH IN DEVELOPING COUNTRIES: A PANEL DATA ANALYSIS**

**Rana Ejaz Ali Khan**

**Syeda Nazia Gohar**

**ABSTRACT**

The goal of the study is to look at the role of monetary policy in price stability and economic growth in developing economies. The study examined the data of 30 developing countries for a period from 1995 to 2015. To look at the three-ways linkage among the economic growth, price stability, and money supply in developing countries, the study has used the Three Stages Least Square (3SLS) technique. Data was collected from World Development Indicators, World Governance Indicators, and International Transparency. Findings show that money supply is positively related to economic growth and price stability in developing economies. Economic growth has a positive relationship with money supply and price stability in overall developing economies. Sustained growth, caused by rising aggregate demand can lead to acceleration in inflation. Price stability has a negative relationship with economic growth and a positive relation with money supply in developing countries. Higher growth can lead to reduced inflation, which in turn leads to increase the supply of money in the economy. Finally, the study found a multidirectional relation and a feedback effect between monetary policy, economic growth, and prices.

**Keywords:** Monetary Policy, Price Stability, Economic Growth.

**IMPACT OF ENERGY CONSUMPTION, POPULATION, ECONOMIC GROWTH AND  
POLITICAL STABILITY IN PAKISTAN**

**Laila Khalid**

**Shauqat Ali**

**Samia Nasir**

**ABSTRACT**

The present study aims to examine the impact of energy consumption, economic growth, population growth and political stability on poverty in case of Pakistan. The study utilizes data from different sources such as World Bank, Global Economy, Pakistan bureau of statistics and different economic surveys for the period 1985-2017. ADF test is used to check the stationarity of the data. The results of ADF depicts that our data is stationary at level and first difference. So, we go for ARDL. Results of ARDL depicts that all the variables have significant impacts on poverty in long run. While in short run there is no any significant relationship between population and poverty. The study suggests that

**Keywords:** Poverty, energy consumption, population, political stability, ARDL



**EDUCATING THE MASSES; IMPROVED AGRICULTURAL PERFORMANCE  
THROUGH RISK MANAGEMENT**

**Malik Asad Ali**

**Dr. Ahmed Muneeb Mehta**

**ABSTRACT**

The objective of this study is to educate spread of awareness that how risk management can improve agricultural performance. Pakistan depends intensely upon agriculture sector. It is a parcel of issues since beginning. The risks prevailing in agriculture sector are named as production, market, financial, technological, political, other natural and burglary risk which causing a decline in agriculture sector. Risk management bargains with the conceivable risk and recommends measures to avoid and minimize such misfortune. We are taking crop insurance as an example to understand the influence of risk management on agricultural performance. The information was collected from the farmers, farmers pioneer, agriculturists union and agricultural institutions through questionnaire tool which was circulated among N 250 farmers. This study has found that there is noteworthy positive relationship between the risk management and agricultural performance. Therefore, this study concluded that risk management may contributes towards the revolution of agribusiness segment in Punjab, Pakistan.

**Keyword:** Agriculture sector, agricultural performance, risk management and crop insurance.

**IMPACT OF WORKING ENVIRONMENT AND CAREER DEVELOPMENT  
OPPORTUNITIES ON EMPLOYEE RETENTION: A STUDY OF PRIVATE SECTOR  
ORGANIZATIONS OF LAHORE**

**Dr. Hafiz Zafar Ahmad**

**Shumaila Qaseem**

**Shumaila Atiq**

**ABSTRACT**

This study investigates the two important independent variables that are work environment and career development opportunities, impact on employee retention. The focus is on the employees of the private sector organization in Lahore. This paper analyzes the results of a structured questionnaire survey answered by 283 employees of the private sector organization in Lahore. The questionnaire includes 32 items which include the demographics such as name, age, gender, job position and tenure. The remaining items are related to the work environment factor, career development opportunities factor and employee retention factor. The paper adopted Descriptive and explanatory research design. The findings of this research paper shows that the employees of most of the private organizations of Lahore are agreed that they are having a positive and supportive work environment, where they are challenged as per their skills, receive constructive feedback from supervisors, can take initiatives on their own in their respective work areas and work in teams with all the materials and equipment needed to perform their job. The environment of the organization are safe and secure with a feel of openness and trust but the point where they are in disagreement is having no or little balance between work and personal life. In career development, finding shows that employees have mentor or role model at work who notifies them with work related learning; women and men have same career opportunities. The disagreement came for the training programs and seminars conduction by the organization and the employees are not clear about their career path. Regarded to the retention, the employees were satisfied with their work. They think their organization is a good place to work, they see themselves in next three years working there, which is related to their retention in the organization that is a favorable situation. The practical implication of the study is that the study is that the private sector organizations of Lahore should provide their employees with supportive and positive work environment that will help in retaining them. Same the case with Career development opportunities to increase employee career growth that results in employee retention. The future studies may study the impact of other influencing factors of employee retention in public or private organization of the other areas of Pakistan.

**Keywords:** Demographics, Descriptive and explanatory research design, practical implication.

## IMPACT OF PSQ ELEMENTS ON CORPORATE IMAGE IN TELECOM SECTOR

**Muneeb Iqbal**

**Sabahat Nawaz**

**Hafsa Rizwan**

**Bilal Ahmed**

### ABSTRACT

The main objective of this study is to investigate the connection between perceive service quality (PSQ) elements and corporate image. This study is quantitative in nature and mostly based on telecom sector, which implies the different aspects of PSQ dimensions and corporate image of telecom companies. The subscribers of telecommunication companies residing in Islamabad served as the target population and data collection is done using questionnaire Corporate image has served as a dependent variable. The findings of the study revealed that there is a strong relationship between different elements of perceived service quality and corporate image. The study also validates different studies done in industrial sector. Findings of this study also validate that all five elements of perceived service quality elements have positive influence on corporate image of an organization. Findings of this study also implies that improving service dimensions like (Tangibles, Reliability, Responsiveness, Assurance and Empathy) can help telecom companies to improve their public image in the market.

**IMPACT OF FINANCIAL MARKET INFORMATION ON INVESTOR'S TRADING  
BEHAVIOR: MEDIATING ROLE OF PAST PORTFOLIO RETURNS AND  
MODERATING ROLE OF INVESTOR'S PERSONALITY TRAITS**

**Muhammad Khalid Shahid**

**Dr. Talat Islam**

**Dr. Zeshan Ahmer**

**ABSTRACT**

The purpose of this study is to investigate the impact of Big Five personality traits on the trading behavior of individual investors in Pakistan Stock Exchange, Lahore Branch. The Big Five personality traits of investor are evaluated that how they affect the mechanism between market information and trading behavior through mediating role of past portfolio and returns on shares. For the purpose, data were collected from 300 individual investors of PSX on random basis. The Five Factor Inventory is used to measure the investor's behavior, which were early used by many researchers. This study expects that the personality traits of the investors can be relevant in risk taking but as explored by many researchers, it could not ignore the rational decision making. In this study, the aim is to evaluate the behavioral finance approach association with the investors trading pattern in the PSX. Possibly the results of this study will ensure the previous findings that investor's trading behavior is reliant on personality traits of the investors. The results of this study will be helpful to investigate the behavioral finance perceptions on other service industries corresponding to stock trading business and open the new ways of theoretical insights among investors and information they seek from the market. This will also fill the gap from behavioral finance aspects in PSX.

**Keywords:** Efficient Market Hypothesis (EMH), Exploratory Factor Analysis, Market Information, Specialized Media, Big Five Personality Traits, Past Portfolio Return and Investor's Behavior

**CORPORATE GOVERNANCE AND CAPITAL STRUCTURE CHOICE: EMPIRICAL  
EVIDENCE FROM EMERGING EQUITY MARKET OF PAKISTAN**

**Nasir Mehmood**

**Dr. Muhammad Husnain**

**Dr. Mariadel Mar Miralles-Quirós**

**ABSTRACT**

Corporate governance is a mechanism that describes the procedures and structures which are related to maximization of shareholders wealth by management of corporate affairs in a way that assures the safeguard of individual as well as collective interests of all stakeholders. Good corporate governance practices have an impact on key strategic decisions of a company- external financing - which can be taken at board level at their own discretions. The objective of this study is to investigate the impact of corporate governance practices – board size, board independence, and corporate board gender diversity – on the firms financing choice in emerging equity market of Pakistan. The time span of this study starts from 2010 to 2016 on annual basis. Furthermore, study also analyses the impact of firm’s liquidity, dividend, profitability and firm size on the capital structure of listed companies in Pakistani stock exchange. Based on the regression estimates, study revealed that corporate governance practices have statistical significant impact on the company’s financing choice in Pakistan. Finally, this study has important policy implications for potential investors, shareholders, regulators and policy makers in Pakistan.

**Keywords:** Corporate Governance, Agency Problems, Board Diversity, Capital Structure, Pakistani stock exchange.

**THE ROLE OF MONETARY POLICY IN PRICE STABILITY AND ECONOMIC  
GROWTH IN DEVELOPING COUNTRIES: A PANEL DATA ANALYSIS**

**Rana Ejaz Ali Khan**

**Syeda Nazia Gohar**

**ABSTRACT**

The goal of the study is to look at the role of monetary policy in price stability and economic growth in developing economies. The study examined the data of 30 developing countries for a period from 1995 to 2015. To look at the three-ways linkage among the economic growth, price stability, and money supply in developing countries, the study has used the Three Stages Least Square (3SLS) technique. Data was collected from World Development Indicators, World Governance Indicators, and International Transparency. Findings show that money supply is positively related to economic growth and price stability in developing economies. Economic growth has a positive relationship with money supply and price stability in overall developing economies. Sustained growth, caused by rising aggregate demand can lead to acceleration in inflation. Price stability has a negative relationship with economic growth and a positive relation with money supply in developing countries. Higher growth can lead to reduced inflation, which in turn leads to increase the supply of money in the economy. Finally, the study found a multidirectional relation and a feedback effect between monetary policy, economic growth, and prices.

**Keywords:** Monetary Policy, Price Stability, Economic Growth.

**RELATIONSHIP BETWEEN BOARD MONITRING AND FIRM PERFORMANCE,  
ALONG WITH MODERATION**

**Dr. Faiq Mahmood**

**Dr. Waseem Bari**

**Hafiz Tanveer Ahmad**

**Muhammad Usman Younas**

**Abthal Qaisar**

**ABSTRACT**

The study analyzes the moderating role of product market competition in association between board monitoring and firm performance. The research has been conducted on the non-financial firms which are listed in the Pakistan Stock Exchange (PSX). The data is extracted from the annual reports of non-financial firms traded in the Pakistan Stock Exchange. 198 non-financial firms are selected as study sample. The data period ranges from 2011 to 2018. The sample is divided into three sections; full sample, business group and stand-alone firms. Firm performance (measured by TQ and ROA) is used as dependent variable while board monitoring (measured by BS, BI and ACI), takes a role play as independent variable. Product market competition is taken as moderating variable. The study also uses leverage (LEV), big four auditors (B4A), promoters' ownership (PROW), institutional ownership (INSOW), firm size (FS) and firm age (FA) as control variables. The outcomes of multiple regression models reveal about full sample, business and stand-alone firms, there is a negative (positive) impact of BI (ACI) on firm performance. In full sample, business group and stand-alone firms, product market competition moderate the positive relationship between ACI and FP, while in stand-alone firms; product market competition also moderates the relationship between BI and FP. The outcomes related to the moderating effect of product market competition for stand-alone and business group firms are fruitful in understanding the behavior of firm governance in association with external product market competition.

**Keywords:** Board Monitoring, Product Market competition, Business group firms and stand-alone firms.

**IMPACT OF ENTERPRISE RISK MANAGEMENT ON COMPETITIVE ADVANTAGE  
THROUGH MODERATING ROLE IT STRUCTURE AND MEDIATING ROLE OF  
INFORMATION AND COMMUNICATION**

**Muhammad Ramzan**

**Muhammad Khalid Khan**

**Dr. Rizwan Qaiser Danish**

**Namra Jabeen**

**ABSTRACT**

Enterprise risk management is that process which manages the all type of risk of companies. Many businesses are facing the challenges of risk management and are findings the ways about how to manage it. Due to rapid changes in information technologies and business environment, risk has also been increased at extensive level. There is need a risk managing system which will help the business to gain competitive advantage. ERM is getting importance for the insurance companies. To investigate how the enterprise risk management impacts the competitive advantage, the data was collected from registered and non-registered insurance companies of Lahore through the administered questionnaire. The sample size of this study was 305 employees of registered and non-registered insurance companies of Lahore. SPSS Amos and SEM technique were used for data analysis. Results showed that the enterprise risk management has positive significant influence on the competitive advantage of the insurance companies of Lahore. Results also showed that Information technology structure significantly moderates the relationship between the enterprise risk management and competitive advantage and that the information and communication significantly mediates the relationship between the dependent and independent variable. This study will be helpful for the organization leaders and risk managing officers to gain knowledge about Enterprise risk management. This will also guide the policy makers, regulatory bodies, organization, government and the planners in the risk managing process. On the basis of this study, firms will be able to develop new strategies to face with the coming challenges of technology and today's business environment changes.

**Keywords:** Enterprise risk management, IT structure, information and communication process, Competitive advantage



**THE IMPACT OF EFFECTIVE PROJECT GOVERNANCE ON PROJECT  
PERFORMANCE: MEDIATING ROLE OF RISK MANAGEMENT**

**Muhammad Awais Alvi**

**Ata ul Musawir**

**Shazia Nauman**

**ABSTRACT**

Construction industry is one of the most significant contributors to the economic development of Pakistan in terms of employment and gross domestic product. Project failure and risks are major issues in the construction industry of Pakistan. Accordingly, this research aims to examine the issues faced in the construction industry in order to increase the success rate of projects. Using the lens of agency theory, this study investigated the impact of effective project governance on project performance with the mediating role of risk management. Based on 190 responses collected from the construction industry in Pakistan, it was found that effective project governance was significantly related to project performance. Also, risk management was found to partially mediate the relationship between effective project governance and project performance. Based on the results it is recommended that project managers coordinate with overall organizational governance and should implement risk management activities to achieve successful outcomes from project. The study has implications both theoretical and practical for professionals working in construction industry of Pakistan. It also contributes to limited literature on the relationship between effective project governance and risk management and collective effect of effective project governance and risk management on project performance.

**Keywords:** Effective Project Governance, Project Performance, Risk Management

**HOW BRAND IMAGE AND PERCEIVED SERVICE QUALITY AFFECT CUSTOMER  
LOYALTY THROUGH CUSTOMER SATISFACTION**

**Maham Tariq**

**Dr. Ahmed Muneeb Mehta**

**ABSTRACT**

This study describes the importance of brand image and perceived service quality and its affect on customer loyalty through customer satisfaction. This research is conducted on the supermarkets of Pakistan. Moreover, in this article, we aim to examine whether and to what extent brand image and perceived service quality affect customer loyalty through customer satisfaction. Brand image is a modern idea of the customers towards the products and perceived service quality is also one of the important factors that play a significant role in creating customer satisfaction. We have conducted an exploratory research. The data collected was primary and questionnaire tool was used to collect data from our population. The results concluded that customers can achieved satisfaction in the supermarkets by reasonable prices of products, availability of quality products, provide services for an accurate time, obtaining an accurate information, and less time to maintain records in cash registers.

**AN EMPIRICAL INVESTIGATION OF ACCEPTANCE, QUALITY AND USAGE OF  
MOBILE DEVICES IN PREDICTING ADAPTIVE PERFORMANCE**

**Prof. Dr. Mubbsher Munawar Khan**

**Dr. Rizwan Qaiser Danish**

**Abid Hussain**

**ABSTRACT**

This study is designed to test an empirical investigation of acceptance, quality and usage of mobile devices in predicting adaptive performance of managers in small and medium enterprises (SMEs) of Pakistan. The problem statement of this study is that managers or owners of small and medium enterprises face issues of lack of technological and managerial capabilities and skills to perform multiple tasks at workplace to accomplish organizational tasks e.g. Productivity, Flexibility, Mobility, Monitoring, Communication and Advertising of their products and services. So, it is an attempt to address above mentioned problems and to provide workable solution to the managers in SMEs sector and how they can adapt their performance over other traditional managers in workplace environment. It is designed to find that up to what extent the relationship of Unified theory of acceptance and use of technology (UTAUT) and Information System (IS) Success with the adaptive performance and integrated benefits of mobile devices with moderating effect of facilitating conditions. Quantitative questionnaire survey methodology will be adopted to gather empirical data from the managers or owners of small and medium enterprises in Pakistan. Structural Equation Modelling (SEM) technique will be used to test the theoretical model and proposed hypotheses to understand the statistical associations among the variables. So, the managerial significance of the study will be lucrative for those managers who would adopt mobile devices technology in performing their multiple tasks and duties at work place. They can have complete mobility, flexibility, efficient communication via mobile apps, monitoring of employees through access of mobile surveillance and Relative advantage of mobile banking which will be available at instant at a single click.

**Keywords:** Mobile Devices, Adaptive Performance, Unified theory of acceptance and use of technology (UTAUT), IS Success, Usage Behaviour of Mobile Devices.

**IMPACT OF BRAND DEVELOPMENT STAGES ON BRAND EQUITY THROUGH  
BRAND MANAGEMENT STRATEGIES: AN EMPIRICAL EVIDENCE FROM SPORT  
INDUSTRY OF PAKISTAN**

**Dr. Rizwan Qaiser Danish**

**Nosheen Pervaiz Awan**

**ABSTRACT**

The purpose of this study is to investigate the role of brand performance and brand resonance on brand development stages that include feelings, judgment, imagery and brand salience of those customers who used different brands of Pakistan's sports industry. 310 questionnaires were used to analysis the data. To achieve this objective, data was collected by survey questionnaire from the students of different universities of Lahore who used different brands of Pakistan's sport industry. This study was cross-sectional. SPSS 18 and AMOS 22 software was used to analyze the data. Results showed that there is significant and positive impact of brand development stages on brand equity through brand management strategies. There exists partial and full mediation in some relationships. Brand judgment, brand feelings, brand imagery with mediating variables (brand resonance and performance) showed partial mediation with brand equity except brand salience. All the variables showed positive and significant impact on brand equity except brand judgment. Results of the study has both theoretical and practical implications. With respect to practical implications, brand equity is most important for every type of business and brand. This study also addressed some limitations and future direction which is discussed in the last session.

## ANTECEDENTS OF BRAND LOYALTY; SMART PHONE INDUSTRY OF PAKISTAN

**Mr. Muhammad Ehsan Elahi**

**Mr. Sajjad Hussain**

### ABSTRACT

The smart phone have a fast growing industry now a days. There are a lot of organizations in the world now, who generate the smart phone. All organization like to satisfied their customer and then retain them for the long time to build up a strong brand relationships and loyal customer base. Brand leave a very strong effect on the life of the people, people feel proud and satisfaction to have a certain brand which can be highlight their personalities and cause to have more respect and show their prosperity in society. For this purpose all the organization want to capture the most of the market share. The more market share mean that they have more market volume, and more market volume mean more profit which is the goal of any organization. The important tool for gaining the most of the market share is brand loyalty, so they need to generate the brand loyalty among the customers. For to creating and increasing the brand loyalty among the customer, organization needs to work on some independent variables which are directly infect the brand loyalty. Brand loyalty is the dependent variable and it can be up and down with the effect of its independent variable. The purpose of this study is to investigate and examine the effects of Brand Identification (BI), Brand Satisfaction (BS) and Brand Commitments (BC) on the Brand Loyalty (BL). How much increase or decrease in BL is caused by one of the independent variable values increase or decrees. For this purpose we collect the data. In this study primary and secondary data were use. The secondary data collected from the relevant literature, books, online journals and articles. The primary data collected from the population of Lahore which is include the university students, Business men, Bankers and the others highly professional persons from Government and private Organization. The primary data collect form 150 people through questionnaire. The 60% of the participant are the user of the Samsung brand and 40% are the user of the Apple brand. Mostly female and students are use the Samsung brand of smart phone and mostly business man and highly educated person and senior citizen are the user of the apple brand

The finding of this research is that all 3 hypotheses are tested through regression analysis in which all the hypotheses found true. This mean all the independent variables are the significantly influence the brand loyalty which is the dependent variable.

**Keywords:** Brand loyalty, Brand Identification, Brand Satisfaction, Brand Commitment.

**IS IT POINT OF PURCHASE DISPLAY OR PROMOTIONAL ACTIVITIES THAT  
ENCOURAGE IMPULSIVE BUYING? MEDIATING ROLE OF HEDONIC  
CONSUMPTION**

**Hafiz Talha Bin Umar**

**Dr. Talat Islam**

**ABSTRACT**

Pakistan has witnessed a rapid evolvement in its modern trade retail landscape which has given a surge to modern shopping practices. This evolution has fascinated both domestic and international investors of leading retail chains, giving a rise to fierce competition in the market. Therefore, acquisition of good market share and winning on new customers is heavily dependent upon providing exceptional customer services by augmenting modern payment facilities, store displays and promotional activities. This study argues that nurturing attractive in-store displays and promotional activities may result in increased impulsive buying. The study employed a questionnaire-based survey to accumulate the response of the shoppers. In addition, hedonic consumption tendency was employed as a mediating variable. A total of 463 appropriate responses were analyzed to elicit conclusions. Confirmatory factor analysis and structure equation modeling was performed using SPSS and AMOS to test the hypotheses. The study noted point of purchase display and promotional activity as significant predictors of impulsive buying. In addition, hedonic consumption was found to perform the role of partial mediator. The findings of this study has practical implications for marketers.

**Keywords:** Impulsive buying, Point of purchase display, Hedonic consumption, Promotional activities.

**THE IMPACT OF SOCIAL MEDIA ON THE MARKETING STRATEGIES OF  
EDUCATIONAL INSTITUTIONS IN LAHORE**

**Ali Hassan**

**ABSTRACT**

Social media has changed how businesses connect to their existing and potential customers. Social media today, is among the “best opportunity available” to any business to reach and connect with existing and potential customers. With the beginning of social media marketing traditional modes of marketing and communicating like radio, tv, magazines, bill boards, signages, brochures and newspapers have started to decline. So that is why almost every business use social media marketing as a main tool for their marketing campaign. Social media can create a sense of trust among the potential customers and this trust influence the purchasing decisions of the customers. The main purpose of this research is to investigate the impact social media applications especially Facebook on the marketing strategies of educational institutions in Lahore. It also examines how much educational institutions rely on social media applications for their marketing campaign. Data for the research will be collected by the quantitative method and the data collection tool will be questionnaire, which will be filled from owners of the educational instructions or the marketing team if they will have. To verify the influence of one variable on the other statistical model like Pearson correlation and linear regression will be used. The expected result is the positive impact of social media on the marketing strategies of educational institution in Lahore. This research will explore an under researched area that how social media impact the marketing strategies of educational institutions in Lahore.

**Keywords:** Social media, Marketing, Strategy, Educational institutions.

**IMPACT OF GREEN ENTREPRENEURIAL ORIENTATION AND BRICOLAGE ON  
FIRM PERFORMANCE THROUGH GREEN INNOVATION IN SMES OF PAKISTAN**

**Sami Ullah**

**ABSTRACT**

Globalization and technology innovation have completely changed contemporary business dynamics. Consequently, making it basic for business organization to create mechanisms that prepare their human asset to think of innovative ideas, product and process innovation, environment protection, effectively and efficiently utilize organization resources to increase firm performance. Although the direct relationship of bricolage, green entrepreneurial orientation and firm performance have mostly studied in different studies but the relationship through green innovation have rarely studied by researcher. This study fills out the gap by studding the impact of bricolage and green entrepreneurial bricolage on firm performance through green innovation in SMEs of Pakistan. The nature of study was quantitative, causal and cross sectional survey. The data was collected using self-administered questionnaire from 370 owners or director, top managers, middle managers, and policy making individual of SMEs working Punjab, Pakistan. The data was analysed using Structural Equation Modelling technique, SPSS and AMOS were used. The results show highly significant positive relationship between bricolage, green entrepreneurial orientation, green innovation and firm performance. The green innovation partially mediates the relationship between bricolage and firm performance; green entrepreneurial orientation and firm performance. This study is limited to Punjab, Pakistan which may affects its generalizability. Future study can be done in different region or may increase the sample size. Furthermore, this study is comprised of cross-sectional, further study can be done longitudinally.

**Keywords:** Bricolage, Green entrepreneurial orientation, Green innovation, Firm performance



**AN EXAMINATION OF ENTREPRENEURIAL ORIENTATION AND NETWORKING  
CAPABILITIES AS DETERMINANTS OF SMES PERFORMANCE**

**Dr. Rizwan Qaiser Danish**

**Nida Tariq**

**ABSTRACT**

In this research influence of entrepreneurial orientation and networking capabilities on business performance is investigated. Influence of entrepreneurial orientation varies from country to country and sector to sector specially when it is studied as a disaggregated concept. SMEs of developing countries have great potential as they help in poverty reduction. However, scarcity of resources and its management are key challenges of SMEs. Both, entrepreneurial orientation and networking capabilities are one of the effective managerial skills that can beat managerial constraints of SMEs and can enhance its performance. Thus, in depth investigation of these variables is conducted in this research. SMEs of Pakistan are population and sample is drawn from small and medium enterprises. Non-agriculture sector is chosen because of its greater contributions in economy in terms of GDP, growth rate and employment. In this cross-sectional research data is collected through survey questionnaire. Population of this research is unknown. For high generalizability, sample size is calculated through item to response (10:1) which came 480. Judgmental sampling technique is implied because CEOs/MDs were the only persons who had the required information. Afterwards, proper data screening implied and only 341 responses found useable where MCAR was the pattern of missing values and replaced with mean imputation. Thus, response rate is of this research is 71%. Data is analyzed on SPSS v25 and AMOS v23 through descriptive statistics and structural equation modeling (SEM). Results are drawn after scale validation and goodness of fit through confirmatory factor analysis (CFA). Findings demonstrate that each dimension of entrepreneurial orientation has positively significant effect on business performance of SMEs in Pakistan where financial orientation partially mediates the relationship. Networking capabilities also found to have a positively significant effect on performance. Thus, it can be summed up that both entrepreneurial orientation and networking capabilities are determinants of performance of SMEs.

**Keywords:** Entrepreneurial Orientation, Networking Capabilities, Financial Orientation, Business Performance.

**ENTREPRENEURIAL ECOSYSTEMS ELEMENTS- SYSTEM ANALYSIS OF  
PAKISTAN REGIONAL HIGH-GROWTH FIRMS**

**Chaudhary Muhammad Ehtisham**

**ABSTRACT**

Understanding entrepreneurial ecosystem at macro-level is an emerging area to help policy makers formulate a solid foundation strengthening entrepreneurial elements. Study at such level considers an interplay of multiple factors and actors that form barriers and pathways for entrepreneurial activity with in a particular region. In emerging economies like Pakistan such this study is nascent and thus ill-defined and loosely measured. This paper exhibits the value of system view of Pakistan entrepreneurial framework and understands Pakistan's economy from a system perspective. A Bibliometric analysis of tools to measure elements of entrepreneurial eco-system are analyzed and right fit for Pakistan is proposed for use in future studies. Also this study used systems framework for studying Pakistan's entrepreneurial ecosystem. Quality of entrepreneurial ecosystem is strongly related to dominance of high-growth firms in region. The interplay and interdependence of ecosystem elements is proven by existing strong relationships.

**Keywords:** regional entrepreneurship, entrepreneurial economy, entrepreneurial ecosystem elements.

**WORKPLACE SPIRITUALITY AND ADAPTIVE PERFORMANCE: EXAMINING  
THE MEDIATING ROLE OF EMOTIONAL LABOR STRATEGIES**

**Sahar Latif Rana**

**ABSTRACT**

Synthesizing theories of emotional labor, workplace spirituality, and adaptive performance, the purpose of the study is to develop a theoretical model linking workplace spirituality to adaptive performance via emotional labor strategies. Under conservation of resource theory and ego depletion theory, the current study analysed the mediating mechanism of emotional labor strategies in determining the association between workplace spirituality and adaptive performance. Using the multi-stage sampling technique, questionnaire is designed to get data from teachers from educational institutes of Pakistan. A sample of three hundred ninety useable responses was generated. Relationships are analysed using structural equation modelling. Study results depict that workplace spirituality is positively related to adaptive performance, whereas deep acting and surface acting strategies of emotional labor partially mediates the relationship between workplace spirituality and adaptive performance. The results infer that spirituality practices at workplace enable teachers to effectively manage their emotions by using emotional labor strategies which in turn help them to improve their adaptive performance. Study findings explain how workplace spirituality affects adaptive performance via emotional labor. The study has significant contribution to the literature of all study variables and have practical implications for organizations.

**Keywords:** Adaptive Performance, workplace spirituality, emotional labor, deep acting, surface acting, spirituality, mediation

## IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE RETENTION

Hashmat Shabbir

### ABSTRACT

An effective human resource management practices are the key factor for the success of employee's retention in an organization. This study aimed at to investigate the impact of employee empowerment, training and development, appraisal system and compensation on employee retention. However, in this study we use quantitative data for the sake of clarity towards employee's retention. The data was collected using the 5-point Likert scale with the sample size (n=250) from school teachers in the Southern Punjab through convenient sampling technique. The results of the study show that training, employee compensation and appraisal system have significant relation with employees retention but employee empowerment is insignificant with employee's retention. The study has some practical implication to perform HRM practices in educational sector.

**Keywords:** Employee Empowerment, Training & Development, Appraisal System, Compensation, Employee Retention.

**IMPACT OF HUMAN AND RELATIONAL CAPITAL ON ORGANIZATIONAL  
PERFORMANCE WITH MEDIATING ROLE OF ORGANIZATIONAL CAPITAL A  
CASE STUDY OF BANKING SECTOR OF PAKISTAN**

**Farah Naz Naqvi**

**Syeda Samrana Raza**

**ABSTRACT**

This is an descriptive study that documented the relationship of human and relational capital on the organizational performance in banking industry of Pakistan, taking organizational capital as a mediating variable. The dimensions of intellectual capital; human capital and relational capital are taken as independent variables of the study, while organizational performance is taken as dependent variable of the study whereas organizational capital is taken as mediator. This study used adapted questionnaire to measure human capital, relational capital, organizational capital and organizational performance on a five-point Likert scale ranging from strongly disagree to strongly agree. The study found that human capital has a positive influence on the organizational capital, RC has a positive relationship with organizational capital, while organizational capital has a positive impact on organizational performance, human capital has a positive impact on organizational performance, likewise relational capital also has a positive impact on organizational performance. Amongst the intense market competition, intellectual capital plays a very vital role. Therefore, in the current business environment, organizations are shifting their focus to intellectual capital to eventually enhance their organizational performance. This study proposes that with the systematic use of its human capital, organizational capital and relational capital, organizational performance significantly enhances.

**Keywords:** Intellectual capital, Human capital, Relational capital, Organizational capital, Organizational performance, Banking industry, Pakistan.

**THE INTERPLAY BETWEEN SOCIO-DIGITAL INCLUSIVITY, INSTITUTIONS AND  
INCLUSIVE GROWTH: PANEL EVIDENCES**

**Aribah Aslam**

**ABSTRACT**

Inclusive growth refers to the broad based intensive socio-economic growth that empowers the deprived segments of society by making them capable of actively participating in the process of economic development. This study investigated the contribution of socio-digital inclusivity and institutional quality in the achievement of inclusive growth using panel data model for three income groups of countries consisting upon high income, middle income and low income economies. Twostep system GMM estimation technique has been applied to estimate the dynamic panel model to tackle endogeneity and min-max normalized indexing technique to construct indexes for inclusive growth, social inclusion, digital inclusion and institutional quality. Indices analysis shows that institutional quality and inclusive growth has direct association with income levels of countries.

Empirical results of the study also confirm this finding, as contribution of institutional variable towards inclusive growth, which is significant for high income countries and insignificant in rest of income groups. Contribution of social and digital inclusivity is significant in all three income groups, except for social inclusion in middle income countries. Empirical findings of the study suggest that policy designers and economy managers of middle and low-income countries should establish and strengthen the institutional structure, for the achievement socio-digital inclusive growth.

JEL Classification: E02, F01, F41, F43, O10, O11, O17, O43.

**Keywords:** Socio-digital Inclusivity, Inclusive Growth, Institutions, system GMM.

## THE IMPACT OF FEMALE LABOR FORCE PARTICIPATION ON CHILD SCHOOLING

**Dr. Rana Ejaz Ali Khan**

**Mabrooka Altaf**

### ABSTRACT

The working women contribute in household welfare in the form of children health, education, recreation and nutrition. Under this framework the issue of contribution of working women in child schooling is the focus of current study. The study empirically investigates the relationship between female labor force participation and child schooling in Pakistan by using micro data of Pakistan Social and Living Standard Measurement Survey (PSLM) 2011-12 taken from Federal Bureau of Statistics. Child schooling is taken as binary dependent variable i.e. attend the school or not, with other explanatory variables i.e. mother employment, parental education, child age and gender, household size gender and total income, and household electricity. Our results of binary logistic regression showed that women employment has significant and negative impact on child schooling i.e. there is less probability of male and female children to attend school as the mothers' participation rate increases. The parents' education, child age, household income, gender of head of household and provision of electricity to the household has positive impact on child schooling. However the number of children and female children have negative impact on child schooling. Overall, our results explain that Female Labor Force Participation in Pakistan is not contributing in child's welfare in the perspective of schooling. The justification is based on the fact that informal sector is absorbing a major portion of the Female Labor Force Participation. The sector has basic characteristics of lower wage, seasonal employment and lower household income. Our results further showed that there is a gender differential in developing countries, as boys are given preference to girls in schooling. So there is need to eliminate the gender gap by providing equal opportunity to both boys and girls.

**MARKET REACTION TO POLITICAL INFORMATION: DOES POLICY MATTER IN  
VOLATILITY**

**Abdul Qadeer**

**Anam Toqeer**

**Shumaila Noreen**

**ABSTRACT**

This study shows the market reaction to political information along with its any relation of government policy. Political events were selected to highlight the importance given by investors to a specific ruling party. AR / CAR methodology was used to test the underlying objective and for semi-strong form market efficiency. For robustness, Glosten-Jagannathan-Runkle GARCH was used after the prerequisite diagnostic testing for the invalidation of OLS restrictions. It was found that results were poor enough to invalidate market inefficiency. Based on given sample of events, this study claims that market reacted cautiously to maximize their interest not merely to support any political party. Furthermore, we infer from the results from robust testing to pay attention on policies in a way that eventually boost the stock market more than keeping industrialists and investors on strict policy imposition. Future research can provide the empirical finding by incorporating multi-party detailed analysis and may use cross-section study across Government.

**Keywords:** AR-CAR, Political Events, Efficiency, Volatility, Glosten-Jagannathan-Runkle GARCH



## **DISTURBED BALANCE OF PAYMENTS IN PAKISTAN**

**Maham Fatima**

**Zia-ur-Rehman Rao**

### **ABSTRACT**

The Economic conditions of Pakistan have severely deteriorated in the past decades due to government policies and the matter of money laundering. A balance of payment has been disturbed due to Imports being Greater than the exports, which means that the country is spending more money than it is earning hence the Balance of payment deficit. In order to improve the economic conditions, Pakistan should focus on its Agricultural products such as Rice, Sugar which are sold worldwide under different brand names. Despite being an agricultural state Pakistan does not export the amount of goods it should which causes a decrease in the overall exports of the country which is seriously damaging to the Economy.

## EFFECTIVENESS OF BASIC SIX SIGMA ON CONSTRUCTION PROJECTS IN PAKISTAN

Syed Farqaleet Kausar Bukhari

### ABSTRACT

Construction industry in Pakistan is lacking quality assurance and control measures. Efficient processes are not implemented and quality strategies and techniques are not being followed by this industry and defects are not observed and minimized. Employees have less knowledge of quality techniques such as six sigma (SS). Quality measures are implemented to minimize defect rate in construction processes

**Purpose** - The purpose of this paper is to develop the interdependence of six sigma in construction projects. How six sigma is applied on construction projects and how continuous improvement methods can help towards improvement and stability of processes.

**Methodology and Approach** - Theoretical explanation of effectiveness of basic six sigma on construction projects in Pakistan contains theoretical explanation of the data collected by questionnaires and data is processed through SPSS tool for analysis.

**Findings** – The SS methodology have positive affect on the success of the construction projects and organizations. Implanting quality measures such as SS can increase the efficiency and reduce defect rates. Six sigma have positive relation on continuous improvement techniques, management team approach and basic six sigma knowledge. Variables have positive affect on each other, project success is dependent variable and employee six sigma knowledge, continuous improvement and management team approach variables are independent. They have strong to stronger positive relation.

**Originality/Value** - This research will give a clear idea about how SS can effectively work in construction industry of Pakistan. Mostly SS is applied on mass production or services industry, it's a relatively different perspective to apply this approach to construction industry.

**Keywords:** Six Sigma, Management team approach, Continuous Improvement culture, Pakistan construction industry.

MEASURING EFFICIENCY OF BANKING SECTOR IN PAKISTAN: AN  
APPLICATION OF MALMQUIST INDEX APPROACH

Alishba Naseer

Farah Naz

ABSTRACT

**Purpose** - This study aims to determine the efficiency levels of the sampled banks of Pakistan over the period 2010-2017 and also investigates the factors which affect the profitability of the banks.

**Methodology** - In order to determine the efficiency and the factors that affects the profitability of the banks, two different sets of variables are selected. This paper uses Data Envelopment Analysis for the objective of determining efficiency and uses fixed assets, labor, NPLs, total assets, deposits, non-interest income, investments and liquid assets as the variables through the value-added approach. For the second objective of determining the factors that affect profitability, correlation and regression analysis has been done, where, ROA is taken as the dependent variable and LNNTA, LLPTL, NIITA, NIETA, EQTA, LNGDP, INF and StockMktC as the independent variables.

**Findings** - The empirical results have shown that the internal determinants and inflation from the external determinants have a significant impact on the profitability, whereas, LNGDP and StockMktC does not.

**Research limitations** - The objective of this study was to study all of the commercial banks of Pakistan, but unfortunately, because of either unavailability of the data or due to a few limitations, the sample of this study is reduced. The limitations were, that for the evaluation of efficiency, a balanced data was required and the Sindh Bank Limited was founded in December, 2010 and its financial statements were available from 2011, therefore, the Sindh bank was removed. The Bank of Azad Jammu and Kashmir was founded in 2005, but the financial statements of this bank are available from 2013 on the internet. And in addition to these, the financial statement of Zarai Taraqiati Bank Limited was not available for the year 2017. Hence, these banks were forcefully removed from the sample data for this study.

**Originality** - This study is different from the already existing articles because, it contributes in the two most important scopes of the banking sector; the efficiency and profitability of the banks of Pakistan after the financial crisis till the most recent years. And it would help in knowing the flaws and problems from which the country is going through today, because like any other country, for Pakistan, economic growth is essential and that is directly related to the banking sector, which is the backbone of any country.

**Keywords** Banking sector of Pakistan, Efficiency, Profitability, DEA.

**THE RELATIONSHIP BETWEEN CORPORATE INVESTMENT DECISION AND  
FIRM PERFORMANCE: MODERATING ROLE OF CASH FLOWS**

**Muhammad Saif Ul Islam**

**Dr. Muhammad Usman Yousaf**

**ABSTRACT**

The future growth and long-term success of the company depend upon the investment decisions. Moreover, companies finance their investment projects through internal financing and external financing. The objective of this study is to examine the relationship between corporate investment decision and firm performance with the moderating role of cash flows. The sample of this study is consisting of 68 non-financial companies and data is gathered from companies audited annual reports and business recorder websites for 2013 to 2017. Simple multiple regression and moderated regression analysis are also used to test the hypothesis of the study. The overall findings of the study show that corporate investment decisions significantly influence the performance of the company. Moreover, the results of the overall moderated regression show that cash flows significantly and negatively moderate the relationship between corporate investment decisions and performance of the company. The study results reveal that investment decisions have a greater significant effect on accounting base performance rather than market base performance. Careful investment decisions would be beneficial to the top-level management which may lead towards the maximization of shareholder's wealth. Moreover, the management of the company should give more preference to internal financing rather than external financing.

**Keywords:** Capital Expenditures, Corporate Investment Decision, Firm Performance, Growth Rate of Fixed Assets, Growth Rate of Total Assets, Investment Index

**RELATING MARKET ORIENTATION TO SALESPERSONS OUTCOME  
PERFORMANCE EMPIRICAL EVIDENCE FROM PHARMACEUTICALS INDUSTRY**

**Dr. Rizwan Qaiser Danish**

**Ibrar Mansoor**

**ABSTRACT**

The purpose of this study is to examine the serial mediation role of sales manager control and salesperson behavioral performance on the relationship between market orientation and salesperson outcome performance in the pharmaceuticals industry in Pakistan.

Improving salesperson performance through sales manager control and behavioral performance is a growing issue in the globally pharmaceuticals industry and these factors can improve the performance of pharmaceuticals industry.

In this study 180 sales managers are respondents and self-administered survey was employed targeting sales managers working at pharmaceuticals companies operating in Pakistan. Its research utilizes the non probability convenience sampling for study and study has cross section type.

Specifically, the results show that market orientation is related to salespersons outcome performance through first sales manager control and then salesperson behavioral performance. The authors discuss the implications of these results and highlight directions for future research.

**Keywords:** Market Orientation, Sales Manager control, Salespersons Behavioral Performance, Salespersons Outcome Performance

**TAX MORALE AND TAX RETURN NON-FILING BEHAVIOUR OF MICRO-BUSINESS SECTOR IN PAKISTAN: A TEST OF MEDIATING MODEL BY UTILIZING THEORY OF PLANNED BEHAVIOUR**

**Hafiz Ahmed Ullah**

**Muhammad Farhan Ayaz**

**Mohsin Rauf**

**ABSTRACT**

In developing and developed countries, tax collection is an important source of revenue for any country. Pakistan falls in underdeveloped countries, and tax evasion is a most significant problem that Pakistan is facing today, so the proposed study highlights the impact of tax morale on tax return non-filing behaviour of Micro-business sector in Pakistan directly as well as in the presence of mediator tax culture. The literature of tax compliance research disclosed that mostly Small Medium Enterprises focused by scholars as compared to micro-business sector. So, this study focuses on micro-business sector of Pakistan. For this purpose, data collected through a structured questionnaire and snowball sampling used in this study. Partial Least Square (PLS) software is used to measure the response of these questionnaires. The results report that there is a significant direct association among attitude toward compliance and tax culture, moral persuasion and tax culture, moral persuasion and intention to comply, subjective norms and tax culture, subjective norms and intention to comply, tax culture and intention to comply, tax morale and tax culture. There is an insignificant direct association among attitude toward compliance and intention to comply and tax morale and intention to comply. There is a significant indirect association among attitude toward compliance and intention to comply in the presence of tax culture as a mediator. The tax culture has significant mediational effect on tax morale and intention to comply. There is a significant indirect association among subjective norms and intention to comply in the presence of tax culture as a mediator. Similarly, tax culture mediates the relationship among moral persuasion and intention to comply. This research will help the authorities to set guideline about tax return system for micro-business sector. Study limitations and future instructions, are also given at the end of the article.

**Keywords:** Tax Morale, Tax Culture, Attitude toward Compliance, Intention to comply.

**THE IMPACT OF CORPORATE SUSTAINABILITY ON SMES' FINANCIAL  
PERFORMANCE AND SUSTAINABLE COMPETITIVE ADVANTAGE**

**Dr. Rizwan Qaiser Danish**

**Ruhma Amjad**

**ABSTRACT**

Nowadays, global institutes and stakeholders are demanding companies to become more accountable and responsive. These demands motivate businesses to implement practices of sustainability. The contribution of a firm in sustainable development highly depends on the perception of the firm towards sustainable practices and its consequent advantages. Many researchers found the positive relation between sustainable practices and firm performance. This research has a purpose to define a model that shows the impact of corporate sustainability on financial performance and sustainable competitive advantage directly and also through the mediation of dynamic capabilities and moderation of environmental factors. For data collection, a structured questionnaire is adopted from different previous studies. Data was collected from small and medium-sized manufacturing firms from Lahore through questionnaires. The sample size was determined by response to item theory. Over 470 online survey questionnaires and personally administered questionnaires were distributed through non-probability convenience sampling. The response rate of respondents was 60%. The collected data is analyzed by using SPSS and AMOS. The result of data analysis shown a significant correlation among the variables. The results of the study indicate the significant impact of corporate sustainability on financial performance and sustainable competitive advantage. The results also reveal that dynamic capabilities mediate the impact of the explanatory variable on dependent variables. Further, results also have shown the negative moderating effect of environmental factors. The study contributes to the existing body of literature and also gives motivation to managers to adopt sustainable practices in their business to enhance the performance of their firms.

**EXAMINING THE IMPACT OF SOCIAL EXCHANGE RELATIONSHIP AND WORK  
ENGAGEMENT ON CREATIVE WORK INVOLVEMENT: MEDIATION OF  
INDIVIDUAL INNOVATIVE BEHAVIOR**

**Waqas Baig**

**Dr. Rizwan Qaiser Danish**

**ABSTRACT**

The study probed the effect of social exchange relationship and work engagement on creative work involvement with the assistance of mediation of individual innovative behavior of employees on work. Responses to a survey of 450 employees from the different service sector were used to the study hypothesis. Correlation and regression done to see the impact of work engagement on employee creativity and individual innovative behavior with the assistance of social exchange relationship. This study shows the significant relationship between social exchange relationship and creative work involvement. It also shows that employees should provide with the resources so that they can perform well and also appreciate them on their novel ideas which help the organization to progress. Individual innovative behavior also mediates connection among leader member exchange and creative work involvement.

**Keywords:** Perceived Organizational Support, POS, Leader Member Exchange, LMX, Individual Innovative Behavior, IIB, Creative Work Involvement, CWI, Work Engagement, WE,



## WEATHER INDEX BASED INSURANCE IN AGRICULTURAL SECTOR IN PAKISTAN

Syeda Moiza Ali Shah

### ABSTRACT

The need for implementation of WIBI in Pakistan is the major concern of this research. Article discusses the decrease in GDP even after the improved methodologies and hi tech machinery used in agriculture and that might be due to the historical record of calamities in past years' may prove an aid to convert this decreasing trend into increasing trend. WEATHER INDEX BASED INSURANCE (WIBI) is an innovative tool for management of covariate risk with quicker claim settlement to a large number of farmers who are victim of any calamity ,being preferable over Traditional Indemnity Based Crop Insurance. Instead of on farm damages, compensation is based on basis of externally measurable perils(through satellite).

Implementation of WIBI will positively impact on GDP. WIBI will increase productivity of agricultural sector which constitutes 21% of total share of GDP..Moreover ,increase in agricultural productivity will increase the manufacturing and service sector's contribution in GDP as well. Almost 60% population is RURAL which is dependant on agriculture for their livelihood, if agriculture increases ,it will raise the per capita income of individuals leading towards the probability of more investments in the economy.

Adding a simultaneous increase in all sectors at once will take the Pakistani Economy in growth and ultimately to boom stage. Increase in agricultural productivity due to implementation of WIBI will be able to turn economy's deficit into surplus .As the increase in productivity will help to meet Pakistan's own demand hence decreasing the IMPORTS and sufficient production along with removed constraints in production cycle will allow us to EXPORT more(payment of claim at Vegetative Stage to replant) ,which will make BALANCE OF TRADE (FAVOURABLE).

It ensures quick claim settlement and cost effectiveness with the avoidance of moral hazards and adverse selection Its implementation might face the limitation of lack of awareness and confidence in the insurer Researchers may create its takaful version by considering the pooling in technology by the farmers.

Results were in support of the hypothesis that implementation of WIBI in Pakistan is necessary in order to help GDP level to raise along with a favorable Balance of trade following higher productivity in agricultural sector.

**Keywords:** WIBI(Weather Index Based Insurance) ,calamities ,covariate risk ,satellite ,externally measured perils ,balance of trade ,vegetative stage ,Instant claim settlement, NDMA (National Disaster Management Authority), PBS(Pakistan Bureau of Statistics)

**THE IMPACT OF MATERIALISM AND WEBSITE QUALITY ON ONLINE  
IMPULSIVE BUYING BEHAVIOR: MEDIATING ROLE OF SALES PROMOTION**

**Anas bin Shahbaz**

**Dr. Talat Islam**

**ABSTRACT**

Online shopping these days is the need of an hour in Pakistan, due to busy daily routine people prefer buying online rather than physically visiting a store, with the technological advancement utility of e-commerce platforms is increasing. Therefore, impulsive buying behavior of consumer may depend upon the materialistic attitude and outlook, quality, responsiveness of a website. This study is sophisticatedly designed to examine the impact of website quality and materialism on online impulsive buying behavior with the mediating effect of sales promotion. Therefore, this research aims at identifying whether the overall quality/outlook of a website and materialistic characteristics of a people influences the impulsive buying behavior or not. In this regard, online and self-administered survey technique was opted to collect 459 responses from the people who have experienced online shopping at least once in a lifetime. AMOS was used to run Hierarchical regression, CFA (confirmatory factor analysis) and SPSS to further analyze the data. The results and findings of this research highlighted the partial mediation between materialism and online impulsive buying behavior. Whereas, full mediation between website quality and online impulsive buying behavior. This study will facilitate the e-commerce sector of Pakistan and suggest the significance of website quality standards to attract online buyers and how materialism have an impact on online impulsive buying behavior.

**Keywords:** website quality, materialism, online impulsive buying behavior, sales promotion.

**THE IMPACT OF SERVICE QUALITY AND RELIGIOUS MOTIVES ON PURCHASE  
INTENTION: MEDIATING ROLE OF WORD-OF-MOUTH**

**Usman Naveed**

**Dr. Talat Islam**

**ABSTRACT**

Word of mouth generates a more significant impact on the success of the company either it is positive or negative. WOM become an important factor in this scattered environment that can affect the purchase decision of the people. Service quality has become one of the prime factors. So, the current need is to introduce high quality services for the customers to enhance, retain, and satisfy them. In this modern era of increasing competition, companies are making worthwhile efforts to manage their brand image and religious views can also play a vital role in actions of people. People have dissimilarities in religious associations, and it can also effect the way people living, assortments they make, what they devour and whom which they correlate with. The aim of this study is to fulfill the prevailing gap by investigating the indirect impact of service quality, religious motives on intention to purchase of the customers with the mediating role of WOM. Additionally, this study scrutinizes the moderating role of bank image on the association between WOM and PI towards the Islamic banking sector in the Pakistani context. For this purpose, Self-Administered Questionnaires as well as Web-based Questionnaires were floated between the individuals who have their active accounts in banks. 600 questionnaires were floated from which 545 were returned and were used for finding the conclusion. Confirmatory factor analysis and Hierarchal regression were used by using AMOS and SPSS to test the hypothesis. This result of the study revealed that Service quality and religious motives have a significant impact on purchase intention and word of mouth found as a partially mediator. Additionally, bank image was found as a moderator between word of mouth and purchase intention. This study has some practical implications for the managers and marketers for service as well as banking sector.

**CAN SALES PROMOTION BE AN ATTRACTION IN UNDERSTANDING ONLINE  
IMPULSIVE BUYING BEHAVIOR? THE ROLE OF WEBSITE QUALITY AND  
ELECTRONIC WORD-OF-MOUTH**

**Uzair Malik**

**Dr. Talat Islam**

**ABSTRACT**

The massive penetration of internet technology, particularly with reference to Pakistan, is revolutionizing the shopping scenarios. In Pakistan, internet users are growing at a very rapid pace as the growth rate between 2016 and 2018 is witnessed around 30%. Such significant growth is also encouraging the online shopping in the country as the cumulative worth of online sales during the fiscal year 2017 was reported as 30.5 billion rupees. In addition, the number of online merchants is also increasing at a very rapid pace, from 571 in June 2017 to 1094 in June 2018, due to such consumer's inclination towards online shopping. Therefore, it becomes very important to understand the online shopper's behavior and significant antecedents thereby. A number of previous scholars differentiated impulsive buying behavior because of its significant contributions in online as well as offline sales. However, the phenomenon of impulsive buying behavior is mostly studied in developed countries. Therefore, current study attempted to examine the impulsive buying behavior, particularly in online shopping context in Pakistan. The decision to study this concept in online scenario can be supported by the growth of internet and online shopping in Pakistan. Previous researchers identified a number of determinants of online impulsive buying behavior, however, the current study focused on the two very influential and comparative aspects of online shopping environment i.e. electronic word of mouth (EWOM) and website quality. The main purpose of current research was to identify which element is more influential in stimulating online impulsive buying. In addition, the moderating role of sales promotion was also considered on the relationship between website quality, electronic word of mouth and online impulsive buying behavior.

SEM technique was adopted to test the hypotheses of study and the analysis were based on 450 responses collected on convenience basis from different online buyers located in Lahore, Pakistan. The findings indicated that website quality has a significant positive impact on online impulsive buying behavior. However, results related to the impact of electronic word of mouth and sales promotion was found to be contradict with previous literature. The study found electronic word of mouth as having negative significant impact on online impulsive buying behavior. Shopper's experience of reviewing negative electronic word of mouth might be the reason behind such negative influence. Further, the moderating role of sales promotion was found to be insignificant for both relationships i.e. a) relationship between website quality and online impulsive buying behavior, and b) relationship between electronic word of mouth and online impulsive buying behavior. Relative to previous studies, these contradictory findings opens up new directions for researchers by providing them new insights and suggest to study these associations in future

studies. In addition, the findings of current study are useful for the online merchants who are striving to increase their sales. As per the study findings, they should more focus on the design quality of their website rather than sales promotion or generating electronic word of mouth.

**Keywords:** online impulsive buying behavior, sales promotion, electronic word of mouth, Pakistan,

**A ROLE OF FACEBOOK ADVERTISING ON ENHANCING BRAND IMAGE OR  
PURCHASE INTENTIONS OF CONSUMERS IN RETAIL INDUSTRY OF PAKISTAN**

**Muhammad Umer Farooq**

**ABSTRACT**

The purpose of this study to examine the effectiveness of advertisement in enhancing consumer purchasing intention on Facebook. Social media has quickly changed the contemporary marketing approach. It has established a connection between marketers and other consumers, creating new possibilities and opportunities with the aim of increasing consumer brand awareness (Comscore Media, 2009). In addition, social media has been able to create a pool of users. For instance, facebook has 1.79 billion monthly active users in 2016. Companies are increasingly investing in social media, indicated by worldwide marketing spending on social networking sites of about \$4.3 billion (Williamson 2011). The ability of social media to attract large pool of people has been one of the reasons why many companies are jumping to social media marketing wagon. To best of researcher knowledge this study is first its nature that extends PAKSERV model with key element includes: subjective norms, Brand image and customer satisfaction toward Customer Loyalty. Hence, this study will contribute in service quality literature by extending PAKSERV model in Advertisement context. The population of this proposed study is Facebook Users. Data will be collected by using survey questionnaire. Further, to analyze the data SPSS and structural equation modelling will be applied.

**Keywords:** Brand Image, Satisfaction, Attitudinal and Behavioral Intentions of Loyalty, Pakistan

## DRIVERS OF CUSTOMERS WILLINGNESS TO PAY FOR HALAL LOGISTICS IN PAKISTAN

Ahmad Mujtaba Phambra

### ABSTRACT

The purpose of this paper is to investigate the factors influencing consumers in Pakistan to pay for the halal logistics and consequences on their demand for the halal certification.

**Design/methodology/approach** – The data were collected through a survey of 200 random respondents in the major cities of Pakistan and partial least square technique is used for the analysis. The study used Halal awareness, Societal perspective, media influence, religious commitment and halal concern to determine the consumers' willingness to pay for the Halal certification and its demand for the certification.

**Findings** – Results shows that all of the factors have positive and significant effects on the consumers' willingness to pay for the halal logistics certification except perception of usefulness which is insignificant.

**Originality/value** – Pakistan is an Islamic country and people are very cautious about the food items. The study contributes a lot to the halal food literature by evaluating the factors influencing consumers' willingness to pay for the halal logistics certification. Furthermore, the study is also useful for the logistics provider, managers of halal food provider companies and policy makers to educate their consumers about the halal logistics and its certification to increase the halal logistics demand.

**Keywords:** Pakistan, Consumers' Willingness to pay, Halal Certification, Halal Logistics, Halal food

**THE ROLE OF SERVICE QUALITY, SATISFACTION AND BRAND TRUST ON  
BRAND LOYALTY WITH MODERATING ROLE OF SOCIAL MEDIA**

**Ameena Azhar**

**ABSTRACT**

The purpose of the study is to identify the relationship of service quality, satisfaction and trust with brand loyalty and the moderating effects of social media. It aims to conduct an adding research on marketing perspective of brand retainment and development. The method of collecting data is survey based. The population of the study is mobile phone users and data will be collected from 200 cellular phone users by mean of online questionnaire surveys, who are using brands and preferring its usage because of any kind of utility reasons they will be answer keeping in mind their preferred brand. The sampling method is convenience sampling method from non-probability sampling. The objective of the study is primarily identifying determinants of brand loyalty and also to analyze the effects of satisfaction, trust and service quality on brand loyalty, the contributory effects of each of the factors and whether social media is playing moderator role in the aforementioned relationship. The paper also has some practical implications as it benefits in getting competitive advantage against competitors and market value for a brand within a market place.

**Keywords:** Brand loyalty, Brand satisfaction, Brand reliability, Brand image, Social media.



**THE IMPACT OF SALES & MARKETING STRATEGIES ON LADIES SHOES  
PURCHASE INTENTION IN RETAIL INDUSTRY OF PAKISTAN**

**Beenish Huma**

**Namra Amjad**

**ABSTRACT**

The purpose of this paper is to analyze and discuss ladies buying behavior towards footwear and impact of sales promotions on their buying. In this paper consumer promotional intensity towards sales promotion has been measured. A positive as well as negative impact on footwear regarding social and physical surrounding is analyzed. The main research work includes social surrounding, temporal perspective, task definition, physical surrounding, sales promotion purchase and ethnic group. This paper focused on various key element during sales like the way ladies express their emotions and behavior on first day of sales for first buyer advantage and physical surrounding like larger shops, decorations and music. Ethnic groups do not effect the sales promotion rather than that all ethnic group take full advantage during a specific festive season.

**Keywords:** Footwear, women, social surroundings, physical surroundings, temporal perspective, task definition, retail shop and sales promotion.

**CORPORATE SOCIAL RESPONSIBILITY, HYPOCRISY, AND CUSTOMER BRAND  
LOYALTY: A TRUST BASED MODEL**

**Dr. Ishfaq Ahmed**

**ABSTRACT**

Based on attribution theory, this study entails investigation of CSR investments of a firm and its effects on customers' beliefs of hypocrisy and loyalty in presence of low/high trust. The moderated mediation mechanism was tested on the data collected from 319 customers of high and medium end restaurants. The findings of the study revealed that when restaurants invest in CSR and customers don't have trust on them, the investments become in-vein and rather than creating positive image the outcomes are influenced negatively. In such situations customers believe that the investment is based in hypocrisy and ultimately their loyalty level reduces. Theoretical and practical implications of the study are also provided.

**Keywords:** brand loyalty, CSR, hypocrisy, Pakistan, restaurants, trust.

**The Effect of Organizational Justice on Counterproductive Work Behaviors: Investigating  
the Mediating Role of Affective Job Insecurity and Moderating Role of Job Insecurity  
Climate**

**Imran Sarmad**

**ABSTRACT**

Job insecurity caused severe challenges for the organization and society as a whole and received growing attention in the researcher's mind worldwide. In this study, we examine the mediation effect of affective job insecurity between organizational justice and counterproductive work behavior in the presence of job insecurity climate as a moderator. Time-lagged data were collected from employees of various private sector organizations. The moderated mediation effect of job insecurity climate adds significant value and contribution to the literature. Research findings reveal that organizational justice diminishes counterproductive work behavior when the employees feel insecurity at work. Affective job insecurity mediates the relationship between organizational justice and counterproductive work behavior; moreover, there is a positive buffering effect of job insecurity climate such that the relationship is mitigated between affective job insecurity and counterproductive work behavior when job insecurity climate is high. The result of moderated mediation shows that at the high level of job insecurity climate, the indirect effect of organizational justice on counterproductive work behavior is weak.

**Keywords:** Organizational Justice; Affective Job Insecurity; Counterproductive Work Behavior; Job Insecurity Climate

**AN EXPLORATORY STUDY OF HORIZONTAL HOSTILITY AMONG FEMALE  
NURSES WORKING IN PUBLIC SECTOR HOSPITAL OF PAKISTAN**

**Ms. Nadia Noor**

**Dr. Farida Faisal**

**ABSTRACT**

Horizontal hostility refers to workplace violence among women or members of minority group, who believe, practice or impose predominant system of discrimination and oppression towards their other fellows. The present research aims to explore the dimensions, antecedents and outcomes of phenomenon of horizontal hostility among nursing professionals working in public sector hospitals of Pakistan. In Pakistan, nursing profession is considered less privileged and nurses are not respected like doctors. They are oppressed and frustrated due to unsatisfactory work environment. For this study, ten structured interviews were conducted from nursing professionals working in a large public sector hospital in Islamabad. The interviews were recorded and transcribed and interpretive approach was used to explore themes. The finding showed the existence of horizontal hostility among nursing professionals results in low quality of patient care. The need is to provide a peaceful and healthy work environment for proper communication and cooperation among nurses in order to improve quality of patient care.

***Keywords:*** Horizontal Hostility, Oppression, Discrimination, Quality of patient care

**RELATIONSHIP BETWEEN JOB CRAFTING AND JOB SATISFACTION  
MODERATING ROLE OF JOB INCENTIVES IN HOSPITALITY SECTOR**

**Amna Waqar**

**ABSTRACT**

In hospitality sector employees are facing more demanding customers. They find different ways to deal in this complex and challenging environment. Most employees usually try to craft their jobs called job crafting so they can perform well by eliminating less important tasks. As a result their satisfaction increases and this leads to their good performance and increase the profitability of hotels. So this study investigates the relationship between job crafting and job satisfaction. There are so many factors which influence this relationship. Financial and Non-financial incentives has been taken as a moderator to check its impact on this relationship. This study is quantitative in nature. Convenient sampling techniques has been used from Non-probability sampling. For this purpose Data is collected from 250 employees of different hotels in Lahore, Punjab through self-administered Questionnaires. This study will be analyzed by applying correlation analysis using SPSS.

**Keywords:** Job crafting, Job Satisfaction, Financial Incentives, Non-financial incentives.

**SOFTWARE PROCESS IMPROVEMENT AND CMMI ADAPTATION IN THE  
CONTEXT OF PAKISTAN SOFTWARE INDUSTRY**

**Sabahat Nawaz**

**Muneeb Iqbal**

**Aqdas Tanvir**

**ABSTRACT**

The Objective of Software Process Improvement is to attain high quality products in the software firm.

Software industry is the more scalable business in the current economy and increase the chances of getting more market share as well. In present era, to gain the competitive advantage companies focus on the quality of the products to increase the productivity because a product is only known by its quality provided to the users. When we talk about Pakistan software industry, there are allot of factors that effect the company ability to adopt a standard (CMMI/CMM/ISO)to improve the quality of the process so that a quality product can be achieved. A questionnaire based survey is conducted to collect the data to indicate the factors that effect the software industry to attain SPI. The Objective of this research is to identify the factors that effect the attainment of SPI. During the survey, respondents were asked to measure the factors according to 5 point Linkert scale. The identified factors are being validated on the basis of questionnaire survey as inspected by this study.

On the basis of previous study and knowledge gained by the current study, four critical factors Awareness of the quality improvement models, political instability of the country, business strategies and collaboration of academia and industry have been identified.

***Keywords: SPI, CMMI, software industry***

**IMPACT OF PERFORMANCE APPRAISAL ON EMPLOYEE RETENTION WITH  
THE MEDIATING ROLE OF JOB SATISFACTION**

**Humaira Shafi**

**Dr. Ahmed Muneeb Mehta**

**ABSTRACT**

The basic objective of this study is to provide a comprehensive understanding of HRMPs with the retention of employees in the sector of banking of Pakistan. This study analyzed the impact of performance appraisal with retention of employees mediator of the study is employees satisfaction. This study is imperative tool for higher authorities of banking management to distinguish techniques how to efficiently use HRMPs to retain high performing employees and enhance satisfaction level of employees. The independent variable of the study is performance appraisal dependent variable of the study is employees retention and mediator of the study is job satisfaction. This study provide explanations for the retention of banking employees in Pakistan and this practice also play vital role for satisfaction of employees.

**Keywords:** Performance appraisal, job satisfaction, employee retention

**CYBERLOAFING AND EMPLOYEES' PERFORMANCE, A META-ANALYSIS**

**Dr. Muhammad Waseem Bari**

**Muhammad Awais**

**ABSTRACT**

In contemporary organizations, information technology is an inevitable need for business. However, excessive use of information technology has been moderating the behaviors of employees toward cyberloafing. Cyberloafing refers to the irrelevant use of information technology during working hours/paid hours. The purpose of this study is to summarize the artifacts and their outcomes from the existing literature and propose the research gaps for future studies. The present study explored seven databases (Science Direct, Web of sciences, Wiley Library, IEEE, Scopus, ProQuest, and Google Scholar) and adopt impact factor papers only (66 papers). The present study used “Preferred Reporting Item for Systematic Reviews and Meta-Analyses” (PRISMA) approach for the analyses of the collected data. This study proposed several research gaps such as workplace spirituality, workplace corruption, parallel employment from the perspective of cyberloafing.

**Keywords:** Cyberloafing, Cyberslacking, Personal Web Use, Nonwork-Related Computing, Social Media, Entertainment, Deviance Behavior



**MEDIATING ROLE OF INFORMATION SILENCE BETWEEN DESTRUCTIVE  
LEADERSHIP AND COUNTERPRODUCTIVE WORK BEHAVIOR: EVIDENCE  
FROM TANNER SECTOR OF PAKISTAN**

**Sohail Younus**

**Dr. Rizwan Qaiser Danish**

**ABSTRACT**

The purpose of this study is to examine the relationship among the destructive leadership constructs and counterproductive work behavior (CWB) in tanners sector of Pakistan. Destructive leadership has composed of further three constructs that are Machiavellianism, abusive supervision and psychopathic behavior. The study also comprised the mediating role of information silence in these particular relationships. Data was collected from 353 respondents which were mainly supervisory and managerial staff by using self-administered questionnaires from tanners sector (Leather manufacturing and Leather related products) of Pakistan. Tanner sector comprised mainly six sub sectors namely, tanning, leather footwear, leather garments, leather gloves, leather shoe uppers and leather goods.

Data were analyzed by using SPSS and AMOS. Structure equation modeling (SEM) was applied to test the hypothesized relationships. Quantitative results showed that the existence of destructive leadership lead to CWB in tanners sector. Information silence mediates the relationship among destructive leadership and CWB except the relationship of Machiavellianism with Information silence and CWB. Organizations dealing in tannery should conduct different training sessions to reduce the effect of destructive leadership behavior in workplace which ultimately reduce the counterproductive work behavior in tanner industry. Future studies may conducted on destructive leadership with horizontal violence and organizational politics.

**Keywords:** Destructive leadership, CWB, Information silence, Tanners Sector, Workplace, Training sessions, SEM

**IMPACT OF SPIRITUAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT  
AND MULTIPLE SATISFACTIONS THROUGH SPIRITUAL WELLBEING**

**Muhammad Usman Sharif**

**ABSTRACT**

The satisfaction of patients in the healthcare sector is of utmost importance that cannot be achieved without the commitment of healthcare professionals. The purpose of this study is to investigate the impact of spiritual leadership on spiritual well being, organization commitment, life satisfaction, job satisfaction and career satisfaction. The study shall also investigate the intervening role of calling/meaning and membership among nurses of the public healthcare sector in Punjab, Pakistan. Data were collected through a self-administered questionnaire through cluster sampling and questionnaire circulated through the online Google form. SPSS and AMOS were used as a statistical tool for analysis. Descriptive, Correlation, CFA, Regression and SEM test was applied. Total of 385 responses was collected for analysis from 6 clusters and the response rate of 52%. CFA results show that the model is a good fit and direct impact, as well as indirect impact, is significant. Further, meaning partially mediates among spiritual leadership, organizational commitment and job satisfaction but no mediation exist with life satisfaction and career satisfaction. On the other hand, membership partially mediates spiritual leadership and job satisfaction but no mediation exist with organizational commitment, life satisfaction and career satisfaction. Research has implications for practitioners to improve healthcare performance and patient satisfaction by creating a sense of meaning and sense of membership among nurses. Overall results showed that spiritual leadership positively and significantly affect on organization commitment, life satisfaction, career satisfaction and job satisfaction.

**Keywords:** Spiritual Leadership, Organizational Commitment, Life Satisfaction, Job Satisfaction, Career Satisfaction, Meaning, Membership.

**THE EFFECTS OF RESILIENCE AND ACTIVE PROCRASTINATION ON  
EMPLOYEE'S BEHAVIORAL OUTCOMES**

**Javaria Asghar**

**Dr. Rizwan Qaiser Danish**

**ABSTRACT**

Innovation is now considered as an important source to maintain growth of a business and to survive in competition especially among large companies as they are facing more challenges. The foremost purpose of this study will be to examine the impact of resilience and active procrastination on behavioral outcomes of employee's (creative ideation and innovative behavior) with the mediating role of creative self-efficacy and creativity. Self-administrative questionnaire will be distributed through physical channel, to collect data from 325 employees of an IT firms of which are registered in Pakistan stock exchange. To explain the relationship among variables we will use SPSS, AMOS and SEM. Results explain that resilience is significantly related to behavioral outcomes of employees (creative ideation and innovative behavior) and active procrastination is not related to behavioral outcomes of employees (creative ideation and innovative behavior). Creativity and creative self-efficacy were taken as mediators. This study will be helpful for several reasons, understanding the relationship of resilience on creative ideation and innovative behavior as firms will understand how creative self-efficacy increases the innovative behavior of employees.

**IMPACT OF CAREER EXPECTATION ON JOB PERFORMANCE: MEDIATING  
ROLE OF JOB MOTIVATION AND JOB SATISFACTION**

**Raza Ahmed**

**Tayyab Ali**

**Amber Perveiz**

**Dr. Shazia Khousar**

**ABSTRACT**

This study aims to analyze the mediating role of Job motivation and job satisfaction on the association between career expectation and job performance. A survey base study has been conducted through questionnaire. The study uses Structure Equation Modelling for examine the results. The study finds the positive impact of career expectation on job performance. The findings reveal that job satisfaction and motivation partially mediates the relationship between career expectation and job performance. The study suggests that the manager of organization should give some rewards to their employees so they become motivated and satisfied from their job, because if they are motivated and satisfied from their job, they will perform better.

**Keywords:** Career expectation; Motivation; Job satisfaction; Job Performance; SEM

**Board Gender Diversity and Stock Liquidity: Empirical Evidence from Pakistan**

**Ahmed Chand**

**Dr. Salman Masood Sheikh**

**Shehzad Mehmood**

**Farhan Khan**

**Muhammad Irfan**

**ABSTRACT**

The study analyzes the relationship between board gender diversity and stock liquidity in Pakistan. The sample of the study consists of 164 non-financial firms operating in Pakistan Stock Exchange (PSX). The data cover the period of 2014 to 2018 and are extracted from the annual financial reports of selected firms. The study uses stock liquidity as explained variable while board room gender diversity is used as explanatory variable. The study also uses governance and firm related control variables. The results show a positive impact of percentage of women directors on liquidity ratio and stock turnover. The findings suggest that one percent increase in percentage of women directors expands the liquidity ratio and stock turnover by 15.1% and 48.3%, respectively. The study concludes that having women directors on corporate boards improves the information environment and lessens the agency conflicts which ultimately enhances the stock liquidity. Inclusively, the evidences support the call (by Pakistani Companies Act, 2017) for having at-least one woman on corporate board. The study suggests increasing percentage of women directors on corporate board in order to provide the board with more skills and resources which facilitates the decision-making process and enhances stock liquidity.

**Keywords:** Board Gender Diversity, Stock Liquidity, Liquid Ratio, Stock Turnover

**IMPACT OF OWNERSHIP STRUCTURE ON DIVIDEND POLICY IN CEMENT  
SECTOR OF PAKISTAN**

**Farah Naz**

**ABSTRACT**

Ownership Structure and Dividend Policy are very important concepts which are being studied and exercised widely in organizational settings. Ownership structure is considered an imperative factor which can affect the firm's dividend policy. Dividend Policy is a significant control vehicle to reduce the contradictory comforts of the shareholders and managers because shareholders are always concerned in getting dividends but managers wish to retain earnings. This problem can be solved by separating corporate ownership from corporate management (Jensen and Meckling, 1976). We have found a positive relationship of Ownership structure with Dividend Policy. Point of this investigation is to define the affiliation between Ownership structure with Dividend Policy and its influence on cement sector of Pakistan. Data was gathered from 10 companies of cement sector listed on Karachi Stock Exchange. The information got from various firms is examined through method, SPSS 20.0 project. A portion of the examinations utilized for deciding this study incorporates Correlation and Regression investigation. These examinations are utilized to acknowledge or dismiss the speculation (Null and Alternative). The outcomes demonstrated that there is positive association between two variables of this study; Ownership Structure (independent variable) and Dividend Policy (dependent variable).

**Keywords:** *Ownership Structure, Ownership Concentration, Institutional Ownership, Dividend Policy*

**SOCIAL AND FINANCIAL PERFORMANCE OF MFIS IN THE WORLD**

**Muhammad Sohail Anwar**

**Dr. Qais Aslam**

**Hisham Yousaf**

**Maryam Javed**

**Ghulam Fareed**

**ABSTRACT**

This study relates to analysis of social and financial performance of leading MFIs of the World and compares the results among various regions. Social performance (Outreach) is measured by number of borrowers, while financial performance is measured by Return on Assets (ROA). Independent variables used in this study include female borrowers, loan size, yield on gross portfolio, profit margin, number of staff members, total expenses and capital size for social performance; debts, financial revenues, yield on gross loan port Folio, operating expenses, profit margin, gross loan portfolio and write of ratio are used for financial performance. There are 2681 total MFIs in world, divided into six regions on the basis of geographical location. These MFIs of each region are sorted by number of active borrowers, and top ten MFIS from each region are selected. Secondary data is collected from Microfinance Information Exchange (MIX) for the period of 2006-2016. Panel data analysis is applied along with its assumption LM Test, Hausman Test, Serial Correlation, Multi-collinearity and Hetro-skedasticity.. Finding shows that most of the variables show their behavior according to theory and literature. However, the sign and significant level is different in different regions. Much difference in result is observed in region East Asia and Pacific, reason of difference is the different financial infrastructure and Economic Growth in countries of this region.

**Keywords:** MFI, MF, Region, Outreach, Sustainability

**FINANCIAL HEALTH: A MISSING LINK BETWEEN CORPORATE GOVERNANCE  
AND FIRM VALUE**

**Luqman Kareem**

**Shahid Usman**

**Saleem Masih**

**Muhammad Bilal**

**Amber Pervaiz**

**ABSTRACT**

This paper aims to identify the mediating role of financial health (FH) on the relationship between firm value (FV) and Corporate governance (CG) by using different proxies of CG. The study utilizes the data of 60 textile firms that are listed at Pakistan stock exchange from 2009 to 2016. The method of ordinary least square (OLS) models and Baron and Kenny (1986) are used for examining the results. Firm value (FV) is used as endogenous variable while different proxies of CG i.e. audit committee size (ACS), audit committee meeting (ACM), board size (BS) and board meeting (BM) are used as exogenous variables. The study also uses a mediating variable that is financial health (FH). The mediating impacts of financial health are established. The results reveals that FH fully mediates the relationship among FV, BS, ACS, and ACM, partially mediates the association between FV and BM. The study also reveals positive impacts of ACS, ACM, BM and BS on FV. The study suggests to have large board sizes and to conduct minimum numbers of meetings in a financial period.

**Keywords:** Financial Health; Audit Committee Meetings; Audit Committee Size; Board Meetings; Board Size and Firm Value.



**PREDICTORS OF FIRM PERFORMANCE MEASURED THROUGH EVA: AN  
EVIDENCE FROM PAKISTANI LISTED SUGAR COMPANIES**

**Madiha Ajmal**

**Yasir Ashraf**

**ABSTRACT**

In recent literature, a clear shift from the use of accounting-based performance measures to value-based performance measures indicates that conventional measures are losing their relevance over time. Economic value added (EVA), in this regard, has gained popularity in many regions of the world. However, the findings on the predictors of EVA are mixed and, therefore, do not provide a clear direction. Using panel data from the Pakistani listed sugar companies for the period 2008-2018, this study attempts to explore the firm-specific determinants of EVA. The regression results reveal that sales and operating cash flows have a significant positive impact on EVA while size has a significant negative effect. Moreover, Liquidity, leverage, and ROE are found to be insignificant predictors of EVA in Pakistani sugar sector.

**EFFECT OF GREEN HRM PRACTICES ON FIRM PERFORMANCE WITH  
MEDIATING ROLE OF PRO-ENVIRONMENTAL BEHAVIOR**

**Dr. Rizwan Qaiser Danish**

**Abdul Majeed**

**ABSTRACT**

The present study aims to investigate the impact of Green Human Resource like green recruitment, green training and development and green learning and pro-environmental behavior on the Firm Performance in Pakistan. To study these relationships, 350 managerial and non managerial level employees from different chemical industries were surveyed. Data is collected from supervisors and managerial and non managerial level employees of chemical industries. The HR Managers provided the information regarding green HRM in their firms. All the responses were collected on five point likert scale using a close ended questionnaire. The data was analyzed using SPSS. Multiple regression analysis is applied to test the effect of green HRM variables; green recruitment, green training and development and green learning and pro-environmental behavior on firm performance. Preacher and Hayes mediation analysis is applied to test the effect of pro-environmental behavior on GHRM Practices (GL, GR, and GT&D) and firm performance. The results revealed that the organizations that follow green criteria in recruitment, training & development and learning will get better environmental performance. Our results provide the guidelines that functioning of an organization can be fostered because having pro-environmental behavior at work place that will lead to enhance Organizational performance in term of environmental, social and economically. And the organizations looking to enhance the organizational performance must implement GHRM practices. The organization cannot achieve or sustain sustainable environmental performance without proper green HRM practices. This research project will help managers to improve organizational performance and achieve the targeted goals. The results are very useful for HR department and top management to develop their policies of green HRM. The limitation faced in this study was lack of information and awareness about the topic and restricted number of firms was applying GHRM in its operations. Future research can be conducted on other functions of HRM and its relation with employees and firm performance

**Keywords:** Green human resource management, green learning, green recruitment, green training & development, pro-environmental behavior, firm performance

**INVESTIGATING CONSUMERS BEHAVIOR WITH BRAND AWARENESS AND  
BRAND IMAGE AND ITS IMPACT ON BRAND LOYALTY IN COFFEE SHOP  
INDUSTRY OF PAKISTAN**

**Khadija Saeed**

**ABSTRACT**

The aim of this study is to examine the loyalty generation process for a chain coffee shop brand by considering the consumer behavior, brand awareness and brand image among consumers. Factors such as brand awareness and brand image significantly influence on brand loyalty and consumer behavior. In addition to that these factors are the most important contributor to building brand loyalty. Therefore, the current study helps to understand that how brand awareness and brand image influence on consumer behavior which satisfies the customer to make them loyal in coffee shop industry of Pakistan. Data will be collected from those customers drinking coffee from well known coffee shop brands such as Gloria Jeans, Chay khan etc. It is expected that while studying brand image and brand awareness, managers can get better picture of coffee shop consumers which in turn boost their sales.

**Keywords:** Brand awareness; Brand image; Brand satisfaction; and Brand loyalty; Pakistan

**EMPIRICAL STUDY OF MARKET PERFORMANCE: CONSIDERING  
SUSTAINABILITY-BASED MARKETING ASSETS (CORPORATE REPUTATION  
AND CUSTOMER SATISFACTION) THROUGH SUSTAINABLE COMPETITIVE  
ADVANTAGE IN PAKISTANI CONTEXT**

**Mr. Ijaz Hussain**

**Dr. Rizwan Qaiser Danish**

**Dr. Shrafat Ali Sair**

**Abdul Majeed**

**ABSTRACT**

This paper studies the market performance in the presence of sustainable competitive advantage as a mediator considering sustainability-based marketing assets (corporate reputation and customer satisfaction). Data was collected from the customers (N=360) of hotels/restaurants by using Likert scale (from 1= strongly disagree to 5 = strongly agree). Primarily the present research is conducted to study the association among the corporate reputation, customer satisfaction, sustainable competitive advantage and market performance in Pakistani's context in hotels/restaurants industry. The present study is carried out via questionnaire-based survey from individuals who are the customers of hotel/restaurants in Pakistan. AMOS V23 software is used to perform structural equation modeling technique. According to the results of the current research, sustainable competitive advantage mediates the relationship between corporate reputation and market performance partially, and also mediates between customer satisfaction and market performance partially. The results of this research are useful for service industry and help the marketing personnel in developing marketing strategies to attract a large number of customers toward service industry. This study adds practical value to the literature on corporate reputation, customer satisfaction, sustainable competitive advantage and market performance. Other than this, according to knowledge of author, sustainable competitive advantage was not studied between sustainability-based marketing assets and market performance as a mediator before this study.

**Keywords:** Corporate reputation, customer satisfaction, sustainable competitive advantage, market performance.

**IMPACT OF GREEN PERCEIVED VALUE ON CUSTOMER BASED BRAND  
EQUITY: MEDIATING ROLE OF BRAND LOYALTY**

**Dr. Rizwan Qaiser Danish**

**Hafiz Fawad Ali**

**Hassan Saleem**

**ABSTRACT**

The purpose of this study is to understand the relationship between green perceived value and customer based brand equity and further to find out the mediating effect of brand loyalty. The data was gathered through self-administered questionnaire in which total 27 questions were included to assess the variables. The questionnaire was distributed to among students of universities in Lahore who were using green brands products. The sample size was 384 on the basis of response to item theory. The data was analyzed through SPSS and AMOS 22. Finding also explains the limitation and recommendations for future studies. The result in this study demonstrate that green perceived value and its dimensions; warm glow benefits, utilitarian environmental and green transparency has significant impact on customer based brand equity. Further the mediating role of brand loyalty also push the green perception regarding green products and also enhances the customer based brand equity. This study will help to understand the green benefits of a brand. For purchasing green brands those customers who knows the green perceived value and environmental concern and transparency related information and also loyalty towards a specific brand will be having the customer based brand equity.

**Keywords:** Green Perceived Value, Customer Based Brand Equity, of Brand Loyalty, Consumer Behavior

**IMPACT OF SOCIAL COMMERCE INTERACTIVITY ON INTENTION TO CO  
CREATE BRAND VALUE: MEDIATING ROLE OF SOCIAL BRAND ENGAGEMENT  
AND RELATIONSHIP QUALITY**

**Dr. Rizwan Qaiser Danish**

**Dr. Ashfaq Ahmad**

**Naveed Raza**

**ABSTRACT**

This study has been conducted to understand the relationship between social commerce interactivity and intention to co create brand value and further to find out the mediating effect of social brand engagement and relationship quality on social networking websites. The data was gathered through self-administered questionnaire in which total 19 questions were included to assess the variables. The questionnaire was distributed to among students of universities in Lahore who were active on social networking websites. The sample size was 384 on the basis of response to item theory. The data was analyzed through SPSS and AMOS 22. Finding also explains the limitation and recommendations for future studies. The result in this study demonstrate that interaction between customer and seller on social networking websites creates social brand engagement and social brand engagement build strong relationship among users of social networking websites and seller who are managing social networking websites. Further this strong relationship quality enhances the value creation process. This study will help for both customer and seller. The social brand engage customer will help to understand the nature of changes and requirements which are needed on the social networking websites. When the customer and seller after interaction on these websites build a sense of relationship with regards the information needed value with regard to the specific product will be created. Moreover, this study will help the managers to revisit their social networking websites for understanding the nature of their brand and customer perception with regards to the same.

**Keywords:** Social Commerce Interactivity, Social Brand Engagement, Relationship Quality, Intention to Co Create Brand Value.

**IMPACT OF PERCEIVED HUMAN CROWDING, SPATIAL CROWDING, AND SHOPPING VALUES ON SHOPPING BEHAVIOR: THE MEDIATING ROLE OF SHOPPER CONFUSIONS IN THE CONTEXT OF RETAIL STORE**

**Salman Tahir**

**Fiba Majeed**

**ABSTRACT**

With today's executioner's competition, retailers are engaging in various in-store characteristics like as visual designs and social factors including architecture, colors, layout, ambient factor music, light, scent and temperature to entice the customers. In the absence of these factors may leads to retail shopper confusions that can negatively influenced the shopper behavior. The purpose of the study is to examine the impact of human crowding, spatial crowding and shopping value on shopping behavior. Further, the study explored the mediating role of shopping confusion. The quantitative data was collected from customers through structured questionnaire (n=200). The scale was adopted and simple random sampling technique was used for collecting the data. The hypotheses were tested by using structured equation modeling (SEM). Results shows that human crowding and shopping value has significant positive impact on shopping behavior. The shopper confusion is found to be partially mediated between human crowding, spatial crowding shopping value and shopping behavior. These finding offer a new perspective that recommend the importance of organized retail store environment. Some of the managerial and theoretical implication of the study are also discussed.

**Keywords:** Human Crowding, Spatial crowding, Shopping value, Retail shopper confusion, shopping behavior

**THE IMPACT OF GREEN PACKAGING, GREEN ADVERTISEMENT, GREEN  
PRODUCT VALUE AND GREEN LABEL ON GREEN PURCHASE INTENTION**

**M. Yasir Nawaz**

**ABSTRACT**

The consumers' increasing awareness of environmental problems, green marketing is becoming an important approach for the firm to gain a competitive advantage. Therefore the purpose of the study is to identify the impact of green packaging, green product value, green advertisement and green label (Eco-label) on green purchase intention. The structured questionnaire (n=110) was used to collect the data from the capital city of province Punjab through random sampling. SPSS and AMOS were used to check the effect of green packaging, green product value, green advertisement and Eco-label on green purchase intention. The result of the study indicates that green packaging and green product value has significant and positive relationship with green purchase intention while eco-label and green advertisement has insignificant impact on green purchase intention. The study provides useful implications for the companies to adopt the strategies to promote the green products.

**Keywords:** Green perceived value, Green advertisement, green purchase intention, Eco-label.



## IMPACT OF SOCIAL RESOURCES ON INNOVATION WITH MODERATING ROLE OF EMPLOYEE RETENTION

**Zain Ashfaq**

**Jamshaid Ahmad**

### ABSTRACT

**Purpose** – The aspiration of this study is to scrutinize the effect of knowledge sharing, Trusts and employee commitment on innovation with the moderating role of employee retention in SME manufacturing of Pakistan.

**Design/methodology/approach** – The conceptual framework use three independent variables one depended variable and one moderating variable. The Population was selected the manufacturing companies of Pakistan. A convenience sampling was used as a sampling technique collects primary data through the questionnaire (self-administered & E-mail). Total questionnaire 310 (297) were returned 27 not filled remaining 270 were considered in the study. SPSS software was utilized for statistical outcomes. Researcher anatomized descriptive statistics, correlation and regression.

**Findings** – The outcomes of this study portrays a positive association between innovation, employee retention, employee commitment and trust. There is a negative association among innovation & knowledge sharing.

**Implications/Limitations** – In this model we studied trust, knowledge sharing and employee commitment in-future, this model can be further expanded by considering other independent variables or dimension of current variables.

**Novelty** – In Previous literature and studies relationship of trust, knowledge sharing and employee commitment has been examined the by several researchers in different countries and different sectors, but I added additionally employee retention as moderate which has not tested up to date in any previous literature.

**Keywords:** Innovation, Social resources, Employee retention

**TAQWA (PIETY) OF LEADER CAN MAKE FOLLOWERS CONTRIBUTE  
POSITIVELY TOWARDS WORK: A CONCEPTUAL REFLECTION**

**Dr. Ishfaq Ahmed**

**Bushra Batool**

**ABSTRACT**

Values-based leadership conceptualizes that leaders should draw visions and directions based on self and followers' values. Considering self-values while generating a vision is natural, but a leader should also stick to the value of followers in order to get best out of them. Based on the value-based leadership paradigm this study entails investigation of effects of leaders' piety (Taqwa) on followers' propensity to take charge. While considering the link this study also aims to propose the mediating role of flourishing and moderating role of perceived similarity with leader. As Taqwa covers both spiritual and socially responsible dimensions, the preview falls with the domain one's thoughts and actions (as proposed as leaders' taqwa over here). The study will use existing theoretical premises to explain the proposed but yet unexplored relations. Data will be collected using well-established and widely used measures and analysis will be done using the latest available analytical techniques. The findings of the study will be useful for both academics and management of the organizations.

**Keywords:** Flourishing; perceived similarity with leader; piety; taking charge; taqwa.

**IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEES JOB BURNOUT:  
ROLE OF PERCEIVED ORGANIZATIONAL POLITICS AS A MEDIATOR**

**Saira Akhtar**

**ABSTRACT**

This research aims to examine the relationship between emotional intelligence, employees perception of organizational politics and employees job burnout. This study has been conducted on employees working in the insurance sector of Lahore with a sample size of 244. Correlation and Regression analysis were tested to investigate the relationship between variables. The results have revealed that Emotional intelligence being an independent variable has a significant and negative relationship with both perceptions of organizational politics and job burnout. However, perceptions of organizational politics have a significant and positive relationship with job burnout. In addition to it, mediating effects were analyzed by using Baron & Kenny (1986) mediation strategy and findings depicted that POP partially mediates the relationship between EI and Job burnout. Thus, we concluded that employees with higher EI are better at recognizing, using and regulating their own and other's emotions and resultantly, less prone to job burnout and on the other hand, organizational politics lead to higher job burnout. This study also discussed various limitations, implications and future research directions.

## EFFECT OF TRANSPARENT COMMUNICATION AND WORK-LIFE ENRICHMENT ON EMPLOYEE WORK BEHAVIORS

**Nadia Mehwish**

**Masood Nawaz Kalyar**

**Bashir Ahmad**

### ABSTRACT

The purpose of this study was to investigate the impact of transparent communication and work life enrichment on extra-role performance with mediating role of employee engagement. The data was collected from managers and employees of Pharmaceutical industry of Pakistan which is rapidly growing in terms of its outreach and revenue. This research attempts to fulfill the gap pointed out in the literature. The target population was employees from pharmaceutical industry of Punjab, Pakistan. The sample was composed of employees belonging to different managerial levels. While using convenience sampling technique, a total of 470 responses were collected from managers and employees working in different Pharma companies. It was hypothesized based on Social exchange theory and information processing theory that the transparent communication and work family enrichment effect creativity, adaptivity and proactivity while the employee engagement plays a mediating role between the transparent communications, work family enrichment and employee working behavior. The PROCESS macro for SPSS was used for data analysis. The bootstrap procedure supplied in PROCESS macro was used for estimation of direct and indirect effects. The PROCESS macro model 4 was employed for testing the mediating effect and for calculation of conditional indirect effects. The findings supported the suggested hypotheses.

The empirical evidences show that the transparent communication and work-life enrichment significantly improves the working behavior of the employees at the workplace and employee engagement facilitates these relationships between transparent communication, work-life enrichment and employee working behaviors. This study provides the guidelines for the managers, how to improve extra-role behaviors of the employees at workplace. A simplified model containing both direct and indirect relationships, theoretical contribution and managerial implications of the study are discussed.

**Keywords:** Work-life enrichment, transparent communication, employee engagement, proactivity, creativity, adaptivitya

**IMPACT OF PERCEIVED UNDER QUALIFICATION ON JOB ATTITUDES WITH  
THE MEDIATING ROLE OF TRANSFORMATIONAL LEADERSHIP**

**Daniyal Arshad**

**Dr. Muhammad Ali Hamza**

**ABSTRACT**

This article aims to delve into perceived under qualification, which relates to the knowledge of staff that they have deficient skills relative to their work requirements (abilities < demands). In examining person–job (P–J) misfit, one type of misfit is over qualification but this research explores how perceived under qualification refers to job attitudes (job satisfaction, organizational commitment, and turnover intention) and how transformational leadership mediates the interactions. Survey data were collected from 170 employees working at various banks in Lahore by distributing questionnaires using nonprobability sampling convenient technique and analysed by AMOS and SPSS. The findings of the study showed that transformational leadership has a positive relationship between perceived under qualification and job attitudes. This research contributes leadership as a significant border condition underlying the relationship between P–J misfit perceptions and job results. This research considered how individuals who feel that they have less KSAs than their job require and how significant leadership manage them.

**Keywords:** Transformational leadership, Organizational commitment, Job satisfaction, Turnover intention, Perceived under qualification.

**FACTORS THAT INFLUENCE THE BEHAVIORAL INTENTION TO PARTICIPATE  
IN PEER-TO-PEER SHARING: A TWO SIDED MARKET PERSPECTIVE**

**Aleem Raza**

**Fiba Majeed**

**ABSTRACT**

The Sharing Economy is a fastest growing and heavily debated Socio economic model. In the platform-based sharing economy, the provider provides the service and the consumer using the service from a two-sided market. However, there is a lack of studies that cover the both sides of platform based sharing market. This study aims to examine the effect of Indulgence, trust, economic benefit, social interaction, enjoyment and sustainability on user and provider intention to engage in peer-to-peer sharing. This explanatory study uses a quantitative methodology involving data collection through structured questionnaire from service users (n=220) and service providers (n=170) of Uber and Careem by adopting snowball sampling technique. Structured Equation Modeling (SEM) was applied to analyze data by using AMOS 24. The empirical results of this study indicate that indulgence, social interaction, economic benefit and enjoyment have significant positive association with user and provider intention. Further, a positive relationship was found between provider trust in user and provider intention to engage in peer-to-peer sharing. This study makes its significant contribution by providing new insights to literature and practice by studying two sided market. In addition the study explored the effect of indulgence on peer-to-peer sharing intention which is found yet to be explored in the literature. This study suggests practical implications for the Marketing managers to develop effective platform business strategies and marketing campaigns in accordance with the individuals' intention to engage in sharing.

**Keywords:** Sharing economy, peer-to-peer sharing, Indulgence, sustainability, economic benefit, social interaction

**EXAMINING THE ROLE OF EMPLOYEE READINESS TO CHANGE IN  
ORGANIZATIONAL CHANGE IMPLEMENTATION WITH INTEGRATION OF  
SELF-DETERMINATION THEORY AND KNOWLEDGE MANAGEMENT  
STRATEGIES.**

**Sajjad Ahmad**

**ABSTRACT**

The purpose of this study is to examine the role of employees' readiness to change on organizational change implementation. In this study components of self-determination theory (SDT) and components of knowledge management (KM) are taken as independent variables with moderating effect of self-efficacy. Three components of SDT Perceived competence, Perceived relatedness and Perceived autonomy have direct impact on Employees readiness to change. Two components of KM Codification strategy and Personalization strategy also have a direct impact on Employees readiness to change. This study will enhance the knowledge to use for organization to get best out of its employees when organizations are implementing change. A number of studies have been done on SDT but neither put emphasize on its impacts in organizational change implementation. The population of this study is the organizations based on its employees dealing directly with the clients. The data will be collected using survey questionnaire based on conveniences bases. All of the data analysis will be done by using SmartPLS.

**THE IMPACT OF ORGANIZATIONAL LEARNING ON ORGANIZATIONAL  
CITIZENSHIP BEHAVIOUR OF PROFESSIONAL ACCOUNTANTS WITH THE  
MEDIATING ROLE OF ORGANIZATIONAL INNOVATION; EVIDENCE FROM  
PAKISTAN**

**Ahmad Usman Shahid**

**Jawad Shahid**

**Hafiza Sobia Tufail**

**ABSTRACT**

The primary purpose of this research is to respond to calls in prior studies to examine organizational learning which may provide sharper insights to organizational citizenship behavior of professional accountants. This paper contributes to the literature in organizational behavior research by developing a theoretical model to examine the influence of organizational learning on professional accountants' organizational citizenship behavior and by investigating the mediating role of organizational innovation between aforementioned relationships. Subjects' responses were collected by conducting a survey study, using convenient sampling technique. In total, 223 responses were collected from professional accountants working in small and medium-tier accounting and audit firms in Pakistan. Data was analyzed by multiple regression, correlation, confirmatory factor analysis and structural equation modeling using SPSS24 and AMOS 25. Findings indicate that organizational learning has a significant explanatory power in forecasting organizational citizenship behavior of professional accountants at individual level, compared to organizational level. Also, organizational innovation fully and partially intervenes the association between organizational learning and professional accountants' organizational citizenship behavior. This study provides empirical evidence of organizational learning in improving the organizational citizenship behavior of professional accountants. The current research also provides sharper insights into organizational innovation by introducing the new methods for forming connections with other accounting firms, alliance with research groups, and organizing routines and procedures such as establishing database of best practices for financial reporting. The findings may have implications for researchers who are interested in examining the influence of organizational learning and innovation on organizational citizenship behavior of professional accountants both within and across countries. Domestic and international companies may incorporate appropriate strategies to enhance organizational learning and innovation, particularly by addressing its influence of organizational citizenship behavior of professional accountants.

**Keywords:** Organizational learning, organizational innovation, organizational citizenship behavior, professional accountants, Pakistan.



**THE IMPACT OF TRANSFORMATIONAL LEADERSHIP, TRANSACTIONAL LEADERSHIP, LAISSEZ-FAIRE LEADERSHIP ON ORGANIZATION PERFORMANCE WITH RELATION TO THE EMPLOYEES PERFORMANCE**

**Rimsha Asif**

**Somiya Adrees**

**ABSTRACT**

This study examines the relationship between leadership styles and organizational performance that further relates to employees performance. Earlier studies showed that there is a distinctive relationship between transformational leadership and employee's performance and the negative relationship between laissez-faire leadership and employee's performance. The leadership styles are different across different culture (Bhagat & Steers, 2009). Thus it is important to investigate leadership styles in the Pakistani banking sector. As according to World Bank study report the Performance of banking sector in Pakistan has been ranked second among south Asian countries (Rehman & Raooof, 2010). The model presented in this study will be helpful for design effective leadership styles for better organization performance. In addition to that, it helps managers to decide which leadership style is best in term of outcomes of the organization by satisfying, motivate and retain employees. This study is unique in nature as it examined the different dimensions of leadership behaviour towards organizational performance. A structured questionnaire will be used for data collection. Structural equation modelling will be used for inferential analysis.

**Keywords:** Transformational leadership; Transactional leadership; Laissez-Faire leadership; Organization performance; Pakistan.

**ORGANIZATIONAL LEARNING CULTURE, MOTIVATION, ORGANIZATIONAL  
PERFORMANCE AND CREATIVITY: MEDIATING EFFECT OF KNOWLEDGE  
MANAGEMENT IN INSURANCE SECTOR OF PAKISTAN**

**Muhammad Muaaz Siddique**

**Rabia Saleem**

**ABSTRACT**

**Purpose:** The purpose of this study is to know whether knowledge management mediates the relationship of organizational learning culture, and motivation and organizational performance, and creativity.

**Methodology:** The research conducted in insurance sector of Pakistan based on non-probability sampling technique. Sample size is determined by Krejcie, R.V & Morgan, D.W (1970) method, 372 respondents were obtained. The multiple regression analysis used to test the hypothesis of this research.

**Findings:** The results of this study found that (i) knowledge management mediates the effect of organizational learning culture upon organizational performance. (ii) Knowledge management mediates the effect of motivation upon organizational performance. (iii) Knowledge management mediates the effect of motivation upon creativity. The result does not support (iv) Knowledge management mediates the effect of organizational learning culture upon creativity.

**Originality/value:** In previous studies the impact of knowledge management was not described clearly, furthermore, the study of knowledge management in the insurance sector also has small attention. This study fills the gap by testing the indirect impact of knowledge management on organizational performance and creativity.

**THE ROLE OF BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY, AND  
BRAND ATTITUDES IN HOTEL INDUSTRY**

**Ahsan Abbas**

**ABSTRACT**

The paper aims to investigate and illuminate critical aspects of the relationship between corporate social responsibility (CSR) and hotel performance with particular reference to four and five star hotels in the Pakistan. The current study evaluates corporate social responsibility (CSR) reporting practice among the largest hotel companies in the world. Based on the content analysis of websites and reports published online by the top 150 hotel companies in the world in summer 2010, it identifies the communication methods used by hotel companies as well as the scope of reported information. A quantitative approach is adopted and the methodology is that of a questionnaire survey of key employees of a sample of hotels. So it is important to understand the relative importance of business ethics and social responsibility in determining brand attitudes. However, there has been a failure in prior research to differentiate between attitudes toward business ethics and CSR. This research reviews customer-brand research related to business ethics and social responsibility and conducts a study to evaluate customer attitudes in four and five stars hotel industry in Pakistan. Further, the study differentiates positive and negative CSR activities. We conclude that although CSR attitudes remain important customer value business ethics as a critical behavior in their perceptions of brand attitudes in Hotel industry.

**Keywords:** Brand Attitudes, Staff empowerment & Sponsorship of local community

**THE IMPACTS OF ORGANIZATIONAL JUSTICE AND CONFLICT MANAGEMENT  
ON EMPLOYEE RELATION WITH MEDIATING ROLE OF CLIMATE OF TRUST**

**Akasha Mahboob**

**Muhammad Ali Hamza**

**ABSTRACT**

In the present time, promoting a supportive work environment and useful employee relation is the key interest of the employees as well as of the organizations. Organizational justice can enhance employee job performance and well-managed conflicts leads to more job satisfaction.

Limited studies were found in which organizational justice and conflict management linked with employee relations. The aim of this study is to investigate the effect of conflict management and organizational justice on employee relations (ER) via mediating role of climate of trust. This research was administered through questionnaire with a sample of 210 employees working in different banks by using simple random sampling. Data was analyzed by SEM through (AMOS 20). The findings of the study disclose that climate of trust is a partial mediator between the relationship of organizational justice, conflict management and ER. Further the results indicate that conflict management, climate of trust and organizational justice are the significant and positive predictors of employee relations. This study identifies the relationship between organizational justice, conflict management and employee relations. In addition, this study explored the mediator between organizational justice, conflict management and ER. This work will help decision makers and management to make good environment of ER and also can help to formulate effective strategies for the positive work attitude of the employees.

**Keywords:** Conflict Management, Employee Relations, Climate of trust, Organizational Justice, Organizational outcomes

**The Impact of Knowledge Management Orientation on Competitive Advantage and Firm Performance through Innovation and Customer Orientation**

**Dr. Rizwan Qaiser Danish**

**Ayesha Imtiaz**

**ABSTRACT**

Building upon the theoretical work on resource-based view, knowledge-based view, innovation and knowledge management literature, this study examines the influences of knowledge management orientation on competitive advantage and performance of the firm. The association among knowledge management and firm performance has been investigated by many research scholars but the purpose of this study is to investigate this relationship through mediating effects of innovation and customer orientation in the context of biotechnology firms (pharmaceutical, fertilizers and chemical) in Pakistan that will make this study imperative and unique. The study is of quantitative nature and the data is collected from biotechnology firms (pharmaceutical, fertilizer and chemical companies) through questionnaire. 650 questionnaires were distributed and mailed and 403 filled questionnaires were returned out of which 12 survey questionnaires excluded for analysis due to the excessive ratio of missing data. So, the current sample consists of 391 middle to top-level managers of pharmaceutical, fertilizer and chemical firms of the biotechnology industry of Pakistan resulting in a 60 percent response rate. To analyze the collected data SPSS 21 and AMOS 21.0.0.0 statistical software were used. The association among predictor and criterion variables is verified through the structural equation model. The results of this study indicate that innovation partially mediates the association among knowledge management orientation and firm performance while customer orientation does not mediate in the association among knowledge management orientation and firm performance. Moreover, innovation and customer orientation both partially mediate the association between knowledge management orientation and competitive advantage.

**Keywords:** Knowledge Management Orientation, Innovation Orientation, Customer Orientation, Competitive Advantage.

**EXAMINING THE IMPACT OF SOCIAL EXCHANGE RELATIONSHIP AND WORK  
ENGAGEMENT ON CREATIVE WORK INVOLVEMENT: MEDIATION OF  
INDIVIDUAL INNOVATIVE BEHAVIOR**

**Waqas Baig**

**Dr. Rizwan Qaiser Danish**

**ABSTRACT**

The study probed the effect of social exchange relationship and work engagement on creative work involvement with the assistance of mediation of individual innovative behavior of employees on work. Responses to a survey of 450 employees from the different service sector were used to the study hypothesis. Correlation and regression done to see the impact of work engagement on employee creativity and individual innovative behavior with the assistance of social exchange relationship. This study shows the significant relationship between social exchange relationship and creative work involvement. It also shows that employees should provide with the resources so that they can perform well and also appreciate them on their novel ideas which help the organization to progress. Individual innovative behavior also mediates connection among leader member exchange and creative work involvement.

**Keywords:** Perceived Organizational Support, POS, Leader Member Exchange, LMX, Individual Innovative Behavior, IIB, Creative Work Involvement, CWI, Work Engagement, WE,

**IMPACT OF INTELLECTUAL CAPITAL ON FIRM PERFORMANCE THROUGH  
INNOVATION SPEED AND QUALITY: MODERATING ROLE OF  
ORGANIZATIONAL CULTURE**

**Hamid Habib**

**Sarmad Ejaz**

**ABSTRACT**

In this stud, we focused on intellectual capital, innovation speed, innovation quality, organizational culture and firm performance of the Pharmaceutical industry Lahore Pakistan. Literature shows that there is a combined effect of Intellectual capital on firm performance. Literature shows that contradictory results, about intellectual capital on firm performance. Some research shows that there is a positive significant effect of intellectual capital on firm performance. On the other hand, other research shows that there is no positive effect of intellectual capital on firm performance, other shows that there is a negative effect of intellectual capital on firm performance. Unlike the previous studies, this study introduced organizational culture as a moderator and innovation speed and innovation quality as a mediating variable. The objective of this study to establish the effects of a predictor variable on firm performance. Its study was guided by five objectives based on direct, mediating and moderating effects on firm performance. On the base of Intellectual capital view and innovation literature, we develop this model. By using SPSS perform the descriptive analysis of the study, check the reliability of items. We test the model by using SEM to analyze the collected data from 300 employees of the pharmaceutical industry Pakistan. In this study, results show that three components of IC the direct effects of such as human capital and relational capital are positively related to the firm performance of Pharmaceutical industry Pakistan. While on the other hand, the results show that there is no direct significant effect of structural capital on firm performance. Through innovation speed and innovation quality, the findings show that structural and relational capital has a positive influence on firm performance. The impact of human capital on firm performance is no mediate by innovation speed and innovation quality. Where the impact of structural and relational capital is partially mediate by innovation speed and innovation quality. It was founded that organizational culture did not a moderate relationship between structural capital, relational capital and innovation speed and quality. This study investigates how intellectual capital impact on firm performance through innovation speed and innovation quality. This study also offers the managers to develop their intellectual capital with the help of innovation speed and quality for better firm performance.

**Keywords:** *Intellectual capital; Innovation speed & quality; Organizational Culture; Firm performance*

**IMPACT OF INTELLECTUAL CAPITAL ON FIRM PERFORMANCE THROUGH  
ENTREPRENEURIAL ORIENTATION AND STRATEGIC HUMAN RESOURCES:  
MODERATING ROLE OF KNOWLEDGE MANAGEMENT**

Sarmad Ejaz

**ABSTRACT**

In this era of the knowledge-based economy, organizations tend to use two distinct resources i.e. tangible and intangible for making profit and value creation. With the rapid growth of technologically advanced companies in the knowledge-based economy, corporate management has put more attention on the importance of intellectual capital (IC). The purpose of this research is to investigate the effect of intellectual capital on firm performance, with the moderating effect of strategic knowledge management and the mediating effect of entrepreneurial orientation and strategic human resources. For the purpose of this study, 550 questionnaires were distributed among banking sector employees on the basis of convenience sampling. Out of these 353 were returned useable making response rate 64.18%. 52 questionnaires were rejected as they miss the key information. The data was entered into SPSS and AMOS for structure equation modeling. The empirical analysis shows that the intellectual capital has a significant positive impact on firm performance, Moreover, entrepreneurial orientation and strategic human resources mediate the relationship between human capital and relational capital. However, the mediating effect of entrepreneurial orientation and strategic human resources is not found significant between the relationship of structural capital and firm performance. The effects of human capital on entrepreneurial orientation and strategic human resources are dampened the relationship by strategic knowledge management (SKM) activities, while SKM positively moderates the effect of structural capital and relational capital on entrepreneurial orientation and strategic human resources, but remained insignificant in the case of human capital and relational capital. In addition, this study furnishes several future directions for academic scholars and participation. The limitations have also been discussed.

**Keywords:** *Intellectual capital, Entrepreneurial orientation, Strategic human resources, Strategic knowledge management*



**IMPACT OF SELECTIVE MACRO-ECONOMIC VARIABLES ON FOREIGN DIRECT  
INVESTMENT: PAKISTAN PERSPECTIVE**

**Muhammad Sohail Anwar**

**Dr. Qais Aslam**

**Ghulam Fareed**

**Maryam Javed**

**Qalander Buksh Ali**

**ABSTRACT**

FDI flows play a crucial role in the development of the recipient country. The aim of this study is to verify the long-term relationship among FDI and interest rates, along with inflation, market size, trade openness, terrorism, the governance structure in Pakistan through the use of secondary data from the World Bank database for the Pakistan economy, international financial statistics, IMF and the global terrorism database for the period 1980-2018 via the ARDL approach. The major findings show that the inflation rate, interest rate, market size, democracy, and trade openness have a positive and significant relationship with the dependent variable (FDI). Similarly, terrorism negatively impacts FDI, while interest rate shows negative but insignificant behavior with FDI. On the basis of the bounds test, it is determined that long-term equilibrating relationship exists between FDI and selected variables. This exposition directed toward the use of T-Bounds Test and finds that co-integrating relationships are in fact nonsensical. It is concluded through ECM that 72.28% of disequilibrium movements are corrected within a period. Moreover, a large T value (-4.865514) mentioned that the coefficient is highly significant (Tan & Tang, 2016, p. 2). These results are useful for those in charge of formulating government policy and also for foreign investors.

**Keywords:** *Interest rate, Foreign Direct Investment, Terrorism*

**MEDIATING ROLE OF JOB STRESS WITH SUPERVISOR SUPPORT AND  
PERCEIVED ORGANIZATION SUPPORT ON WORK AND FAMILY CONFLICT IN  
TELECOM SECTOR OF PAKISTAN**

**Farwa Dawood**

**ABSTRACT**

In Pakistan telecom industry has become the major contributor in its GDP. As telecom importance increases, organizations face stiff competition to survive and sustain their competitive advantage in competitive environment. In order to achieve high business goals, organizations must provide customers with high level of quality service. This reaction restructured labor-management practices by many companies and engaged employees to improve their work performance. Hence increase job tasks and working hours that results in job stress. Therefore aim of this study is to examine strain based and time based work family conflict arises due to telecom higher demand work place environment. These issues can counter through supervisor support and perceived organization support. Great management knows organization efficiency and financial gains are primarily linked with its employees they would think about their comfort. If supervisor support and perceived organization support is not available telecom employees involve in higher level of WFC.

**IMPACT OF KNOWLEDGE SHARING BEHAVIOR ON PERCEIVED  
PERFORMANCE OF BIG 4 AND NON BIG 4 AUDIT FIRMS IN PAKISTAN:  
MODERATING ROLE OF ORGANIZATIONAL CULTURE**

**Sabra Munir**

**Muhammad Aamir**

**Farrukh Jamil**

**ABSTRACT**

The aim of this study is to find the impact of Knowledge Sharing Behaviors (KSB) on Perceived Performance of Big 4 audit firms and comparing it with impact of KSB on the perceived performance of Non-big 4 audit firms in Pakistan. Furthermore, it examines the moderating role of organizational culture in strengthening or impeding the KSB and performance relationship. In this cross sectional study, survey method was used to collect data from audit personnel of the Big 4 and “A category” ranked accountancy firms in Pakistan through purposive sampling. 207 valid responses from Big 4 firms and 172 responses from Non-Big 4 audit firms were analyzed through SPSS using multiple regression and PROCESS macro. The results revealed that KSB and its three dimensions i.e. organizational communication, personal communication and communities of practice were significantly related to perceived organizational performance while the facet of written communication was found to have no direct relationship in Big 4. Compared to this, the Non-Big 4 showed that personal communication and communities of practice were significantly related to perceived organizational performance while organizational communication and written communication were found to have no direct relationship. In Big 4, only the written communication and organizational communication relationship with perceived performance was moderated by effective organizational culture. Although the study focused on one type of culture in Big 4 and no direct relationship in Non-Big 4. Management and auditors of both firms can foster knowledge sharing for improved audit practice and develop a culture for facilitation of knowledge sharing.

**Keywords:** Organizational Culture, Knowledge Sharing Behavior, Perceived Performance

**THE IMPACT OF WORKPLACE FUN ON EMPLOYEE'S TASK PERFORMANCE,  
CREATIVE PERFORMANCE AND MORALE IN BUSINESS SCHOOLS OF PUNJAB  
UNIVERSITY LAHORE**

**Khadija Latif**

**Anam Masood**

**ABSTRACT**

The purpose of this study is to examine the impact of workplace fun on employee's creative performance, task performance and morale of business schools. Most of the literature on workplace fun relies on limited dimensions but this study extensively examined the dimensions of workplace fun. The dependent role of employee morale also comes out significant in this research. The present study is conducted on Business Schools of Punjab University, Lahore. Data was collected from 214 employees of business schools of Punjab University. Employees include teaching and non-teaching staff. A quantitative method of research is used in this research. Correlation and linear regression tests were applied in order to examine the influence of workplace fun on these three dependent variables task performance, creative performance and employee morale. There is a significant and positive impact of workplace fun on dependent variables except task performance. Study implications, limitations and recommendations have been discussed at the end of the research.

**THE CULTURE OF THE ORGANIZATION BECOMING MORE IMPORTANT IN  
THE FIELD OF ORGANIZATION BEHAVIOR**

**Zoya Zaheen**

**Fizza Rizzvi**

**ABSTRACT**

The culture of the organization becoming more important in the field of Organizational behaviour (OB). The Organizational Culture (OC) has been explored under many parts of studies. It has very wider scope under business administration, science and management fields (Ogbonna, E., & Harris, L. C. 2000). The main purpose of this research is to conduct study on the Organizational culture (OC), turnover intention (TI) and Affective Commitment (AC) amongst the teachers of public sectors. The data was collected from the teachers of public sectors organizations in Lahore city. Data was collected in the forms of personally administered questionnaire (PAQ), mail questionnaire (MQ) and interviews. Data was collected from 270 teachers from the different teaching public sectors organizations.

The correlation test was applied on it to check the relation between the Organizational culture (OC), turnover intention (TI) and Affective Commitment (AC). By using this data result was drawn. And the result shows that Organizational culture (OC) is independent variable, turnover intention (TI) is dependant variable and Affective Commitment (AC) is playing a moderation role between them.

**LMX AND AFFECTIVE COMMITMENT TO CHANGE: MODERATING ROLE OF  
PSYCHOLOGICAL EMPOWERMENT**

**Farheen Rizvi**

**Dr. Waqas Farooq**

**ABSTRACT**

Change is an inevitable reality for any organization to thrive in order to successfully adapt to the changes, employees should be willing to cooperate during the change process. The objectives of this study are to investigate the relationship between leader-member exchange (LMX) and employee affective commitment to change (ACC), and how psychological empowerment (PE) moderates the aforesaid relationship. To measure this objective data was collected from 132 employees working in various organizations. The results indicate that LMX and PE have significant positive impact on ACC. Furthermore, PE acting as moderator strengthens the direct influences of LMX on ACC. Based on the findings, theoretical and practical implications, and future research have been discussed.

**Keywords:** Leader-member exchange; psychological empowerment; affective commitment to change; change

**IMPACT OF E-BUSINESS CAPABILITIES ON THE FIRM'S PERFORMANCE IN  
PAKISTAN**

**Fatima Shahid**

**ABSTRACT**

Now days, E-business and E-commerce have a huge impact on the business environment. These two factors would change whole business environment. So, the purpose of this research is to identify capabilities and worth of E-business in different services and manufacturing sectors. This study proposes that how firm's growth is depends on IT. The factors of E-business capabilities are IT infrastructure, IT expertise, Strategic IT Alignment, Market orientation and Business Process; that are independently achieving firm's growth. The literature review provides the framework for the research model and hypothesis. Data was gathered from services and manufacturing sectors through questionnaire. Questionnaire is consisting of 31 items. This research is especially design for firms. Almost 400 questionnaires were spread among managerial employees; out of whom 310 were collect and usable for future proceedings. For analysis, structural equation model (SPSS) is used. Regression is done for testing hypotheses. The results of the regression show that all variable have significant impact on firm performance rather than IT infrastructure and Competitors orientation; due to lake of knowledge or usage of IT. This study is also replicated to other sectors. The results would be useful for understanding the relationship of variables. The implication of this study is on future research and business practices. Researcher will be conduct future research on the larger firms or may be done comparative study among firms that use IT or not. This study acknowledges the appropriate description of E-Business Capabilities for firm performance; that how IT resources affects the firm performance in service and manufacturing sector. This study practically could be beneficial for service and manufacturing sector to enhance their firm performance.

**Keywords:** E-Business, Capabilities of E-Business, Firm's Performance, Service and Manufacturing-Sector, Pakistan.

**AN ASSESSMENT OF ENERGY SAVING BEHAVIOR OF EMPLOYEES AT  
WORKPLACE THROUGH EXTENDED THEORY OF PLANNED BEHAVIOR (TPB)  
MODEL WITH NAM**

**Waleeha Tariq**

**ABSTRACT**

Climate change is one of the drastic problems faced globally and have impact on human life and environment at enormous level. Application of sustainable and environment friendly practices could be a hope for solution in order to face global challenges with an aim of reducing the consumption of natural resources along with green house effects. However, the level of implementation of sustainability practices are less likely to be fulfilled and are far away from theoretical meaning and its long-term benefits. These practices are not likely to be achieved due to several barriers and one of which is the incautious behavior of employees itself with respect to energy saving and low consumption of resources at workplace. This paper aims to analyze the critical factors of workplace employee's behavior with respect to energy saving practices in an organization. This quantitative study is conducted to examine the worker's intention to acquire energy efficient practices using an extended model of Theory of planned behavior (TBP), along with Norm Activation Model (NAM). A questionnaire survey was used to asses the model from job holders (n=100) currently employed in Lahore, Punjab and Structure Equation Modeling (SEM) technique was fitted. The results indicated that two factors of adjusted model are not supported therefore these two factors subjective norms and performance shaping factors needs greater attention in order to influence employee's intention to save energy at workplace setting. The study contributes to an extended model of theory of planned behavior with NAM and human reliability constructs. It has the practical implication of awareness and implementation of energy efficient practices of employees with the managerial concerns and will also highlight the importance that saving now will lead to healthier environment as it is need of the hour.



**THE INFLUENCE OF BRAND EXPERIENCE AND BRAND LOVE ON CUSTOMER  
ENGAGEMENT: THE MODERATING ROLE OF WOM**

**Faseeha Zafar**

**ABSTRACT**

In emerging economies, the retail sector changing from traditional to attractive trending which taking more engagement of the customer. The study draws upon the influence of brand experience and brand love on customer engagement. Further, the study explored the moderating role of WOM. In this quantitative study, a convenience sampling technique was applied to collect the data from 250 valid respondents through a questionnaire survey from all shopping malls of Lahore. The study used partial least square variance-based structural equation modeling (PLS-SEM) to test the hypotheses. It was found that brand experience and brand love are a significant influencer for customer engagement. The distinctive part of this study is, WOM found to be having the moderating relationship between brand experience and customer engagement. The implications of the findings are offered for researchers and practitioners to enhance the engagement behavior of customers for the brand leads towards a successful marketing strategy.

**Keywords:** brand love, brand experience, customer engagement, shopping mall, word of mouth (WOM)

**THE FORERUNNERS OF REVISIT INTENTION AND WORD OF MOUTH  
INTENTION AND MEDIATING ROLE OF CUSTOMER SATISFACTION TOWARD  
TRADITIONAL FOOD RESTAURANTS**

**M. Mohsin Sohail**

**Fahad Shafique**

**Waseem Iqbal**

**ABSTRACT**

Traditional food contributes sense of traditional values and belongings. Customer satisfaction and customer behavior has under discussion and developing new dimensions. The objective of the study is to find out the antecedents of revisit intention and word of mouth intention of traditional food restaurants. Further, study is exploring the mediating role of customer satisfaction. Conceptual model was developed from S-O-R theory. The purposive sampling technique was used to collect data from "Lahore Food Street" and 202 valid responses were considered for study. The study employs partial least square variance-based structural equation modeling to test hypotheses. Traditional food quality, price fairness and perceived value found to be significant toward customer satisfaction and customer satisfaction toward revisit intention and word of mouth intention. In addition, traditional food quality influencing price fairness and perceived value. Distinctive part of this study is that, customer satisfaction found to be partially mediated between traditional food quality, price fairness, and perceived value to revisit intention and word of mouth intention. Certain managerial and theoretical implications are also discussed in study.

**Keyword:** Traditional Food quality, Price Fairness, Perceived Value, Satisfaction, Revisit Intention, Word-of-Mouth Intention.

**IMPACT OF BRAND IMAGE, CUSTOMER SATISFACTION AND CELEBRITY  
ENDORSEMENT ON CONSUMERS PURCHASE INTENTION**

**Waseem Iqbal**

**ABSTRACT**

Brand image, celebrity endorsement and customer satisfaction are one of the crucial elements to boost up any business in a competitive environment. A model was made to examine the effect of these factors on consumer purchase intention for cosmetic products in Lahore, Pakistan. In this quantitative study the questionnaire survey (n= 244) was collected through manually from students in various university of Lahore through random sampling. The validated scale were adopted then adapted for all construct. AMOS was used to apply structure equation modeling (SEM) on the data. This study revealed that the celebrity endorsements ( $\beta=0.24$ ) and customer satisfaction ( $\beta=0.27$ ) have strong positive influence and significance relation with purchase intention to choose cosmetic Product, except brand image ( $\beta=0.02$ ). Most of the respondents were teenager so they are less aware from the branded products of cosmetic. So industry should focus on brand image awareness to increase the purchase intention of customer. It has practical implication to cosmetic industry that how they capture the intention of their customer toward purchase.

**Keywords:** Brand Image, Customer Satisfaction, Celebrity Endorsement, Purchase Intention.

## DETERMINANTS OF CONSUMERS' IMPULSE BUYING BEHAVIOR

**Aleem Raza**

**Tauqeer Abbas**

### ABSTRACT

The purpose of this study is to examine the influence of Personality, shopping enjoyment tendency, materialism, impulse buying tendency, cultural dimension namely individualism and collectivism on impulse buying behavior. This explanatory study uses a quantitative methodology involving data collection through structured questionnaire from consumers (n=220) by adopting convenience sampling technique. Structured Equation Modeling (SEM) was applied to analyze data by using AMOS 24. The results of this study indicate that constructs of shopping enjoyment tendency, materialism and impulse buying tendency has significant positive association with impulse buying behavior. The personality trait neuroticism and extraversion has also significant and positive relationship with impulse buying behavior. This study provides important information regarding the buying behavior of consumer from retail sector of developing nation and check the effect of above mentioned important factors on consumers' impulse buying behavior. The findings of this study will provide help to the retailers and marketers to develop effective strategies in accordance with consumer buying behavior.

**Keywords:** Consumer behavior; Impulse buying; Shopping enjoyment tendency; Impulse buying tendency; personality; Individualism; Collectivism; Materialism

**IMPACT OF SERVICE QUALITY, TRUST, AND CUSTOMER SATISFACTION ON  
CUSTOMERS LOYALTY**

**Muhammad Anwar-Ul-Haq**

**ABSTRACT**

This research study gives a conceptual framework to find out the effects of customer`s service quality, customer satisfaction and trust on customer loyalty. The data was collated using 5-point Likert scale with the sample size (n=205) from customers of large private telecommunication companies which are operating in Pakistan. The structured equation modeling (SEM) has been used to perform analysis on collected data. The findings revealed that trust, customer satisfaction and customer service quality have highly positive and significant association with customer loyalty. The results of this study gives a clear understanding for the mobile network service providers to make proper implications regarding taking action to develop customer trust, satisfaction and providing better service quality to the customer to create customer loyalty.

**Keyword:** Customer Satisfaction, Trust, Service Quality, Customer Loyalty

**COMPARATIVE ANALYSIS OF 3G / 4G CELLULAR NETWORKS W.R.T  
CUSTOMER QoS IN TELECOM INDUSTRY IN PAKISTAN**

**Musawir Hussain**

**Shahid Iqbal**

**ABSTRACT**

Nowadays life can't exist without cell phone, every human being is dependent on mobile for their daily use and because of modern communication technologies this world became global village. The main objective of this research is to achieve analysis & comparison among cellular operators in Pakistan, Telecom industry using SERVQUAL Model from customer perception. All the cellular operators while doing business in Pakistan are responsible for continuous monitoring and measuring all parameters of QoS from both point of view i.e Customer QoS & Network QoS. In this research, customer perception and experience regarding QoS has been observed, instead of Network QoS of cellular mobile Operators. The objective of this research is to introduce and develop a QoS concept for the user that is mostly related to the customer's demand rather than the service demand.

With the rapid increase of customer demand for high Bandwidth and high data rate, QoS for 3G and 4G Cellular technologies attracted huge amount of wireless research community, still there is no perfect solution that could be adopted by different technologies in a heterogeneous communication network [1]. Customer perception and user of experience QoS is more important than QoS of the cellular network. PTA (Pakistan Telecommunication Authority) monitors QoS of all cellular Operators from network point of view, but customers perception is also important to understand the strength and weakness in Cellular Operators. So It means that there is a gap among Market, Operators and customers perception.

In Pakistan there are currently four Cellular operators providing voice and data services:

Zong (CMPAK)

Jazz (PMCL)

Telenor

Ufone (PTML)

**Keywords:** *3G/4G, QoS, Customer Satisfaction, Cellular Operators, Telecom.*

**IMPACT OF SAFETY CULTURE ON VIOLATION; A SERIAL MEDIATIONAL APPROACH  
IN AVIATION OF PAKISTAN**

**Dr. Rizwan Qaiser Danish**

**Shazman Khan**

**ABSTRACT**

In aviation, 80 to 90% of aircraft accidents are caused by human behavior at every level of operations. Safety culture is a sub unit of organizational culture and taken as combined duty of individual and organizational management to boost up the performance and reduce violations. The safety culture is a recently emerging concept in area to change management behaviors towards safety and to modify the perception of responsibility among employee. To create awareness among working groups and to minimize the risk of disaster, the current study is conducted. This study focuses the impact of safety culture on violations that how the safety culture in organization would help to control violations. This study also suggest that how developmental experience boost the safety culture in organization and help to improve the self-efficacy behavior of employees in an aviation. The data was collected through administered instruments of 66 items, circulated among employees of different airlines in Pakistan and correlation and confirmatory analysis was performed on collected data. Out of 450 questionnaires, 333 questionnaires were filled back completely. The analysis of data and their results are based on independent variables such as safety culture and mediational series (developmental experience and intention to violation) and also moderation effect of self-efficacy. The data were analyzed through SPSS v20 and AMOS v23. Findings suggest that total effects of safety culture on violation are significant, a direct effect of safety culture on violation is insignificant, and self-efficacy significantly strengthens the negative relationship between developmental experience and intention to violation which depict full mediation.

**Keywords:** Safety Culture, violations, Aviation, Pakistan, Ground handling companies

**THE IMPACT OF ETHICAL LEADERSHIP ON DEVIANT BEHAVIOR: A  
MODERATED MEDIATION MODEL**

**Masood Nawaz Kalyar**

**Muhammad Shafique**

**Bashir Ahmad**

**Sharjeel Saleem**

**ABSTRACT**

The purpose of this study is to investigate the impact of ethical leadership on the deviant behavior of the employees. Moreover, we strive to explore the emotional mechanisms underlying this relationship. In this research, thus, emotions (positive emotions and negative emotions) are taken as intervening variables which mediate the relationship between ethical leadership and deviant behavior. Furthermore, we also examine the boundary conditions circumscribing this relationship. Core self-evaluation is acting as a moderator, which moderates the relationship between ethical leadership and deviant behavior. This research attempts to fulfill the gap pointed out in the literature. The target population was employees from pharmaceutical industry of Punjab, Pakistan. The sample was composed of employees belonging to different managerial levels. Convenience sampling technique was used for data collection. The PROCESS macro for SPSS was used for data analysis. The bootstrap procedure supplied in PROCESS macro was used for estimation of direct and indirect effects. The PROCESS macro model 7 was employed for testing the moderating effects and for calculation of conditional indirect effects.

Based on the convenience sampling technique, we chose the respondents (n = 446) working across different pharmaceutical companies in Punjab. To test the hypotheses, this study investigated how ethical leadership influenced the working behavior of employees like deviant behavior. Social exchange theory and social learning theory have been applied to support this framework. The findings supported the suggested hypotheses. The empirical evidence showed that ethical leadership significantly mitigated the deviant behavior of the employees at the workplace and positive emotions and negative emotions mediated the relationship between ethical leadership and deviant behavior. The moderating role of core self-evaluation was, however, not found significant. This study provides the guidelines for the managers on how to overcome the negative behavior of the employees at workplace so that ultimately the productivity and performance of organization would be enhanced.

**Keywords:** Ethical leadership, positive emotions, negative emotions, core self-evaluation, deviant behavior



## CONCEPTUALIZING ORGANIZATIONAL RESILIENCE AT AN SME LEVEL

**Talha Zubair Ahmad Khan**

**Dr. Waqas Farooq**

### ABSTRACT

There seems to have greater interest in studying organizational resilience in recent years. Organizational resilience has mostly been understood as a unique organizational resource that can be deployed under stiff environmental conditions in order to survive, a traditional conceptualization of the subject phenomenon that put emphasis on the resources-based perspective. However, there seems to be less consensus over the conceptualization of organizational resilience specifically at small medium enterprise level of analysis. We present a dynamic shift from a traditional resource-based view of organizational resilience to a dynamic capabilities perspective. Semi-structured interview sessions were conducted from five SME entrepreneurial CEOs in an attempt to conceptualize organizational resilience from their perspective. Our finding suggests that organizational resilience necessarily entails dynamic processes of sensing, reconfigurations, and organizational learning that not only focuses on crises specific reactive strategies but also on the proactive aspects of preparedness. Further probing lead to participants also shedding light on the ‘ways’ organizations could build and further strengthen their resilient capabilities. We identified two themes namely “availability of organizational slack resources” and “resilience ethos” as perquisite to building resilience organizations.

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**Fatima Shahid**

**ABSTRACT**

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**Keywords:** E-Business, Capabilities of E-Business, Firm's Performance, Service and Manufacturing-Sector, Pakistan.

**IMPACT OF EMOTIONAL MANAGEMENT ON PSYCHOLOGICAL DISTRESS  
THROUGH INAUTHENTICITY: MODERATING ROLE OF SPIRIT AT WORK**

**Rizwan Qaiser Danish**

**Hafiz Fawad Ali**

**Zeeshan Ahmad**

**Mauzma Shehnaz**

**ABSTRACT**

This study has been conducted to understand the relationship between emotional management and inauthenticity with psychological distress and further to find moderating role of spirit at work. The data was gathered through self-administered questionnaire in which total 41 questions were included to assess the main variables. The questionnaire was distributed to total population of employees of software houses working in capital city of the province Punjab. The sample size was 410 on the basis of response to item theory. Data was analyzed through SPSS and AMOS 22. Findings reveal strong relationships between the variables and conditional effects. Current study will help the managers and as well as organizations to make such policies that helps to the employees and every individual to overcome their stress and create a happy atmosphere for them at workplace. The end section also explains the limitations and recommendations for future studies.

**Keywords:** Emotional Management, Inauthenticity, Psychological Distress, Spirit at Work.

**THE IMPACT OF ETHICAL LEADERSHIP ON DEVIANT BEHAVIOR: A  
MODERATED MEDIATION MODEL**

**Masood Nawaz Kalyar**

**Muhammad Shafique**

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**Sharjeel Saleem**

**ABSTRACT**

The purpose of this study is to investigate the impact of ethical leadership on the deviant behavior of the employees. Moreover, we strive to explore the emotional mechanisms underlying this relationship. In this research, thus, emotions (positive emotions and negative emotions) are taken as intervening variables which mediate the relationship between ethical leadership and deviant behavior. Furthermore, we also examine the boundary conditions circumscribing this relationship. Core self-evaluation is acting as a moderator, which moderates the relationship between ethical leadership and deviant behavior. This research attempts to fulfill the gap pointed out in the literature. The target population was employees from pharmaceutical industry of Punjab, Pakistan. The sample was composed of employees belonging to different managerial levels. Convenience sampling technique was used for data collection. The PROCESS macro for SPSS was used for data analysis. The bootstrap procedure supplied in PROCESS macro was used for estimation of direct and indirect effects. The PROCESS macro model 7 was employed for testing the moderating effects and for calculation of conditional indirect effects.

Based on the convenience sampling technique, we chose the respondents (n = 446) working across different pharmaceutical companies in Punjab. To test the hypotheses, this study investigated how ethical leadership influenced the working behavior of employees like deviant behavior. Social exchange theory and social learning theory have been applied to support this framework. The findings supported the suggested hypotheses. The empirical evidence showed that ethical leadership significantly mitigated the deviant behavior of the employees at the workplace and positive emotions and negative emotions mediated the relationship between ethical leadership and deviant behavior. The moderating role of core self-evaluation was, however, not found significant. This study provides the guidelines for the managers on how to overcome the negative behavior of the employees at workplace so that ultimately the productivity and performance of organization would be enhanced.

**Keywords:** Ethical leadership, positive emotions, negative emotions, core self-evaluation, deviant behavior

**COMBINED LEADERSHIP DEVELOPMENT PRACTICES: IMPROVING  
ORGANIZATIONAL PERFORMANCE THROUGH ORGANIZATIONAL  
COMMITMENT**

**Dr. Kanwal Iqbal Khan**

**Aneza Azam**

**ABSTRACT**

The main purpose of the study was to investigate the impact of combined six common leadership development practices on organizational performance through organizational commitment and propose best practices among them. Data collected from the managers of the banking sector through questionnaires which completed by 480 employees. Data were analyzed by different analysis including SEM using SMART PLS. The blend of leadership development practices positively influence the organizational performance. Action learning and mentoring are the best chosen practices among all six common leadership development practices. Coaching and 360 degree feedback are also effective practices after the two best practices. The practices which have a scope for improvements were Social Networks and Job Assignment. It will help the bank branch manager having leadership development responsibilities to carry out the tasks according to the best practices suggested by the study to effectively develop employees as leaders. The research has encouraged the effective and combined implementation of leadership development practices for improving the organizational performance in the banking sector.

**Keywords:** Leadership development practices, Organizational Performance, Organizational Commitment, Coaching, Mentoring, Action Learning, Job Assignment, 360 degree feedback, Social Networks

**INVESTIGATING THE EFFECTS OF SERVICE QUALITY ON SATISFACTION,  
IMAGE, LOYALTY AND MOTIVATION IN THE HIGHER EDUCATION SECTOR**

**Bisma Rasool**

**ABSTRACT**

The purpose of this research is to analyze the effects of service quality on satisfaction, image, loyalty and motivation in the higher education sector. The development of human resources is based on higher education as a result social, cultural and economic development of the nation is enhanced by it. The students are motivated to participate in the educational process by the quality services of institutions, and as a result the quality of academic outcome is improved by this. It is not favorable for universities to ignore the nature and significance of service quality in the higher education industry. In this sector it is very difficult to define the concept of service quality. The students in choosing universities to attend are strongly influenced by the stronger effects of university image and reputation of a university in winning the market competition compared to the quality for perceived image. This study contributes to the body of knowledge that how educational institutions can retain their students and attract more students by studying service quality, satisfaction, image, loyalty and motivation. The study will be conducted in the higher education institutions. A quantitative study will be conducted. Questionnaire will be adopted to perform a systematic collection of data in education sector. For this research simple random sampling technique will be used and data will be collected by personally distributing questionnaire to the students of higher education. The data will be analyzed using the Statistical Package for Social Sciences(SPSS) percentage.

**Keywords:** Service quality, Satisfaction, Image, students, Higher education institutions, Loyalty and motivation

**LAISSEZ-FAIRE LEADERSHIP IN THE CONTEXT OF SPILLOVER AND  
CROSSOVER OF STRESS TO MARITAL SATISFACTION AND WORK-FAMILY  
CONFLICT**

**Maryam Tabassum**

**Dr. Waqas Farooq**

**Dr. Ishfaq Ahmed**

**ABSTRACT**

Full-time dual earners (husband and wife) are increasing day by day. Due to this spillover and crossover of work event to family domain of employee has created lots of issues. Based upon this the objectives of this study are: ‘does target’s perceived laissez-faire leadership behavior affects the partner’s perception of stress transmission?’ Secondly, ‘does partner’s perception of stress transmission affect his/her own marital relationship, and work family conflict?’ Lastly, ‘does partner’s perception of stress transmission act as a mediator between target’s perceived laissez-faire leadership behavior and partner perceptions of the marital relationship, and work family conflict?’ Participants of the study were dual earners, 234 set of responses were collected using purposive sampling technique. Data was collected through structured questionnaire. The questionnaire was divided into two different sets i.e. if husband fills the laissez-faire leadership measure than the wife filled the marital satisfaction, stress transmission, and work family conflict, and vice versa. The results illustrated that partner’s perception of stress transmission impacts his/her own marital satisfaction, and WFC. Furthermore, targets experienced laissez-faire leadership behavior spillover and crossover to partner’s perception marital satisfaction, and WFC through partner’s perception of stress transmission. Implications, limitations, and future research have also been discussed.

**Keywords:** Laissez-faire leadership, work family conflict, partner perception, marital satisfaction

**EXAMINING THE EFFECT OF PUBLIC VALUE ON EMPLOYEE LIFE  
SATISFACTION: THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR AND WORK ENGAGEMENT**

**Syed Mohiudeen Shah**

**ABSTRACT**

Building on the concept of public value developed by Meynhardt to make transparent the contributions of an organization to the common good, we investigate the influence of common organizational good practices on employee perceptions (measured as public value) on employee attitudes and life satisfaction. The proposed model is tested on a sample of 200 employees of organizations that are involved in common goods practices and work for society in Pakistan. Study results show that reveal that organizational public value is positively related to employee life satisfaction, and that this relationship is partially mediated by work engagement and organizational citizenship behavior. The Results also provide evidence that with the mediating role of organizational citizenship behavior and work engagement, the relationship between independent variable public value and dependent variable life satisfaction is weaker.



**IMPACT OF EMOTIONAL INTELLIGENCE (EI) ON TEACHER JOB  
PERFORMANCE (TJP)**

**Muhammad Haider Ali**

**Ayesha Zubair**

**ABSTRACT**

This research based paper seeks at examining contact of Emotional Intelligence (EI) on job teacher's performance from teaching institutions Punjab, Lahore Pakistan. (EI) examined as a testing component to determining performance of teacher. A sample size comprises of 140 educational sectors teachers or employees of Punjab, Pakistan. I take self awareness, self confidence, Conflict Management and job satisfaction as an independent variable, Employee Engagement as a mediating variable and teacher job performance as dependent. Salovey and Mayer (1989–1990) Speculation of (EI) projection were utilized as conceptual support and association in middle of job performance of teachers inspected. To check the Validity and Reliability of Variables dimension technique is used through Smart PLS analysis tool. The study contributes in literature and indicates a positive significant association between emotional intelligence and (TJP)

**Keywords:** Emotional Intelligence, Conflict, Reliability and inspected.

**OPENNESS TO EXPERIENCE ENHANCES CREATIVITY: THE MEDIATING ROLE  
OF INTRINSIC MOTIVATION AND THE CREATIVE PROCESS ENGAGEMENT**

**Fareeha**

**Muhammad Ali Hamza**

**ABSTRACT**

In today's world the creativity is the most sizzling debate which is used for creativeness for organization. Openness to experience is a wide range of imaginativeness, curiosity and broadmindedness and both are the interrelated with each other. However, the mechanism of this relationship has been given relatively little attention. To address the theoretical gap a serial mediation model has been expected in this study. The purpose of this study was to test the mediating role of intrinsic motivation and the creative process engagement in the relationship between openness to experience and creativity. In this quantitative study, the data was collected from employees of different organizations (n=128) through structured questionnaire by using random sampling technique. AMOS was used to apply structural equation modeling. The results of this study indicate that openness to experience has positive effect on creativity and creative process engagement and intrinsic motivation mediates between openness and creativity. The findings of this study not only shows the mechanism that lies in the openness-creativity linkage but also help to show the importance of intrinsic motivation and creative process engagement in the linkage. Together, the study can widen the effect on personality characteristic and give the new direction for future studies.

**Keywords:** openness to experience, creativity, intrinsic motivation, creative process engagement, serial mediation.

**INFLUENCING FACTORS ON INDIVIDUAL INVESTORS' INVESTMENT  
DECISIONS; EMPIRICAL EVIDENCE FROM PAKISTAN STOCK EXCHANGE IN  
LAHORE**

**Qalb e Abbas**

**Abdul Majeed**

**ABSTRACT**

This study aims to determine the impact of advocate recommendations, overconfidence bias, accounting information, and environmental concern on the investment decisions of individual investors. The traditional finance theories consider the investors are rational and do not make the biased decisions. Whereas the behavioral finance theories claims that investors make irrational decisions which influenced by personal and psychological factors. Since last few decades the behavioral finance has attained attention, and claims that due to investors heterogeneity. This cross-sectional study collects data through self-administered questionnaire from 250 individual investors using convenience sampling technique. Statistical tests; descriptive statistics, reliability, correlation, confirmatory factor analysis (CFA), structural equation model (SEM), were applied by using Statistical Package for Social Sciences (SPSS v23) and Analysis of Moments Structure (AMOS v22). Empirical findings of study showed advocate recommendation, accounting information, and environmental concern have significant positive impact on individual investors' investment decisions. The overconfidence bias insignificantly influenced the investment decisions of individual investors. The study contributes a considerable amount of literature in behavioral finance. Additionally, study findings may helpful for the policy making, firms financing decisions and investment decisions of individual investors.

**TAX EVASION IN PAKISTAN'S INFORMAL ECONOMY: AN INSTITUTIONAL AND  
FISCAL POLICY PERSPECTIVE**

**Ayesha Qamar**

**M. Aslam Chaudhary**

**Aribah Aslam**

**ABSTRACT**

This paper takes a crucial step in incorporating the institutions which have focused on informal sector and tax evasion in Pakistan. The study highlights the imperative role of institutions and fiscal policy, which are largely identified as the major constituent in the development of an informal economy. The study uses GMM (Generalized Method of Moments) regressions to deal with potential endogeneity and to strengthen the validity of results. The informal sector in Pakistan covering the period from 1984 to 2018 provides ample evidences that (i) effective fiscal policy is capable of executing functions that can imitate the institutional quality variables, (ii) development of institutions shrink the informal sector and increase in the tax rates induces informal economy, (iii) tax evasion and informal economy moves in the same direction and, (iv) government development expenditures helps in decreasing the size of informal sector but the impact is insignificant. The article states that as a consequence of these complex interrelations between fiscal policy, institutions and tax evasion, the development of informal economy in Pakistan is intricate, which is the very reason that Pakistan is among one of the world's lowest tax to GDP ratio countries and facing significant challenges for the realization of its potential tax revenues. Failure of policy makers to take these associations into story while formulating policies can produce many unforeseen outcomes.

**Keywords:** Informal sector; Institutions; Tax Evasion; Interaction Term, GMM; Political economy

**INFLUENCE OF TERRORISM INCIDENTS & MACROECONOMIC INDICATORS  
ON STOCK MARKET PERFORMANCE OF PAKISTAN, INDIA & CHINA**

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**ABSTRACT**

**Purpose** – The purpose of this study is to weigh up the influence exerted by terrorism incidents & macroeconomics indicators on performance of stock markets in three indispensable economies of Asia (China, India & Pakistan).

**Design/methodology/approach** – Annual panel data was used covering three countries China, India & Pakistan for time span of 2005 to 2017. Stata 15 has been applied in order to conduct data analysis. Fixed & Random effect and Wooldridge test for serial correlation were applied to procure the statistical outcomes.

**Findings** – The outcomes of this study suggest that terrorism is negatively and significantly impacting the performance of stock market. Interest rate is significantly whereas exchange rate is insignificantly associated with ASPI. CPI is also engaged in a direct relation with performance of stock market. Money supply has an inverse impact on ASPI. This paper taking everything into account demonstrating by and large stock market performance is affected by terrorism and is dependent on macroeconomic indicators.

**Implications/Limitations** – The implementation of proposed study will be beneficial for international authorities, business groups, individual investors, government bodies for better decision making in order to achieve overall economic prosperity. In like manner researcher added terrorism incidents as regressor variable other variables like political satiability can be added to this model for better exploration and comprehensive conclusions.

**Novelty** – In this paper the researcher attempted to explore the impact of Macroeconomics indicators in stock market capitalization taking terrorism incidents as separate independent variable.

**Keywords:** Macroeconomics, Stock Market, Terrorism

**CORPORATE GOVERNANCE AND FIRMS' FINANCIAL PERFORMOMANCE:  
MODERATION OF BOARD ETHICAL COMMITMENT**

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**Maria Saleem**

**ABSTRACT**

**Purpose/objectives** - The relationship between corporate governance and firms' financial performance has remained the topic of interest for business practitioners and academic scholars from last few decades. However, existing stream of literature on this relationship remained inconclusive due to mixed findings. Thus, purpose of this research is to examine the relationship of corporate governance with firms' financial performance with the moderation of board ethical commitment that has not been widely investigated so far.

**Design/methodology/approach** - Quantitative research design will be employed in this research as philosophically it comes under the post-positivism paradigm, the approach to theory development is deductive and further, it will be a mono method research with firms as a unit of analysis. Moreover, panel data will be collected in this research from annual reports of listed firms at Pakistan Stock Exchange over the period of 2015-2019. Corporate governance and board ethical commitment index will be developed by following existing literature to measure corporate governance and board ethical commitment. Furthermore, firms' financial performance will be measured by using both accounting and market based measures such as Return on Asset and Tobin's Q.

**Proposed Findings** - The proposed findings of this research is a board's ethical commitment moderates the direct effect of corporate governance with firms' financial performance and the effect will be stronger when board ethical commitment will be high than when it is low.

**Originality/value** - This research will contribute in the existing body of literature by investigating the effect of board ethical commitment on the relationship of corporate governance and firms' financial performance. Furthermore, this research will guide the regulatory authorities and policy makers to exert efforts for encouraging the board of directors to take initiative for superior ethical commitments.

**Keywords:** Corporate Governance, Firms' Financial Performance, Board Ethical Commitment

**THE IMPACT OF FINANCIAL DISTRESS ON TAX AVOIDANCE: AS AN  
EMPIRICAL EVIDENCE FROM PAKISTAN**

**Aqeela Saleem**

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**ABSTRACT**

Due to the integration and interrelatedness of the global economy in the recent decade, the emerging market has played a vital role in the entire business environment and the organization is fully focused on managing the capital. Corporative tax avoidance is an integral part of the capital management strategies of firms and it involves the deficiencies in tax laws and regulation to significantly reduce the amount of corporate taxes payable. From the perspective of Pakistan, the tax policies had been badly misused due to malpractices of tax avoidance and it leads to a consistent decline in tax income as a percentage of gross domestic product of Pakistan's. Financial distress indicates a condition when promises to creditors of a company are broken or honored with difficulty. If financial distress cannot be relieved, it can lead to bankruptcy. This study will investigate the impact of financial distress on tax avoidance in emerging equity market of Pakistan. For this purpose, 257 listed companies will be analyzes from five sectors. By applying the ordinary least square analysis on annual data from 2013-2017 financial year, it is expected that financial distress has significant impact on tax avoidance in Pakistan. Finally, study also have policy implication for government, tax department, shareholders and general public.

**Keywords:** Financial Distress, Tax Avoidance, Pakistan Listed Companies, Emerging Market